Research Product 98-28

Staff Performance Analysis: A Method for Identifying Brigade Staff Tasks

Laura A. Ford and Roy C. Campbell
Human Resources Research Organization

19980320 051

November 1997

Armored Forces Research Unit

U.S. Army Research Institute for the Behavioral and Social Sciences

Approved for public release; distribution is unlimited.

DTIC QUALITY INSPECTED 6

U.S. ARMY RESEARCH INSTITUTE
FOR THE BEHAVIORAL AND SOCIAL SCIENCES

A Directorate of the U.S. Total Army Personnel Command

EDGAR M. JOHNSON
Director

Research accomplished under contract
for the Department of the Army

Human Resources Research Organization

Technical review by

Dr. Bauer, FXXITP, DTDD
Mr. Humphrey, FXXITP, DTDD
Mr. Martin, FXXITP, DTDD
Mr. Parvin, FXXITP, DTDD
Ms. Salter, ARI, IFRU

NOTICES

FINAL DISPOSITION: This Research Product may be destroyed when it is no longer needed. Please do not return it to the U.S. Army Research Institute for the Behavioral and Social Sciences.

NOTE: This Research Product is not to be construed as an official Department of the Army position, unless so designated by other authorized documents.

REPORT DOCUMENTATION PAGE

1. REPORT DATE (dd-mm-yy)	2. REPORT TYPE	3. DATES COVERED (from. . . to)
1997, November	Final	January 1995 - September 1997

4. TITLE AND SUBTITLE	5a. CONTRACT OR GRANT NUMBER
Staff Performance Analysis: A Method for Identifying Brigade Staff Tasks	DASW01-94-D-0011
	5b. PROGRAM ELEMENT NUMBER 0602785A

6. AUTHOR(S)	5c. PROJECT NUMBER
Laura A. Ford and Roy C. Campbell	A791
	5d. TASK NUMBER 2228
	5e. WORK UNIT NUMBER R03

7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES)	8. PERFORMING ORGANIZATION REPORT NUMBER
Human Resources Research Organization (HumRRO) 66 Canal Center Plaza, Suite 400 Alexandria, VA 22314	

9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)	10. MONITOR ACRONYM
U.S. Army Research Institute for the Behavioral and Social Sciences ATTN: TAPC-ARI-IK 5001 Eisenhower Avenue Alexandria, VA 22333-5600	ARI
	11. MONITOR REPORT NUMBER Research Product 98-28

12. DISTRIBUTION/AVAILABILITY STATEMENT

Approved for public release; distribution is unlimited.

13. SUPPLEMENTARY NOTES

COR: Kathleen A. Quinkert

14. ABSTRACT *(Maximum 200 words)*:

The U.S. Army Research Institute for the Behavioral and Social Sciences (ARI), in coordination with the Directorate of Training and Doctrine Development-Force XXI and Fort Knox, sponsored this research and development effort to design simulation-based training for selected members of conventional mounted brigade staff. Initial analysis of performance requirements in existing documentation revealed that the performance specifications were not sufficiently detailed for brigade battle staffs. Therefore, a systematic performance analysis was conducted. Brigade staff actions were role-played by military subject matter experts (SME). Performance requirements were analyzed for three missions (movement to contact, area defense, and deliberate attack). After each role-play session, SMEs responded to questionnaires regarding their actions and were interviewed extensively by training analysts. Once the information was gathered, it was refined into task statements. The outcome of this process is a list of tasks that identify both individual and interactive performance requirements. The Combined-Arms Operations at Brigade Level, Realistically Achieved Through Simulation (COBRAS) Brigade Staff Tasks are intended to be used as coaching guides for training observers and as job aids for the training participants.

15. SUBJECT TERMS

Brigade Staff	COBRAS	Deliberate Decision-Making Process	FXXITP
Staff Performance Analysis	Roleplay	Task Analysis	Methodology

SECURITY CLASSIFICATION OF			19. LIMITATION OF ABSTRACT	20. NUMBER OF PAGES	21. RESPONSIBLE PERSON (Name and Telephone Number)
16. REPORT	17. ABSTRACT	18. THIS PAGE			
Unclassified	Unclassified	Unclassified	Unlimited	285	Kathleen A. Quinkert, Contracting Officer's Representative

Standard Form 298

Research Product 98-28

Staff Performance Analysis: A Method for Identifying Brigade Staff Tasks

Laura A. Ford and Roy C. Campbell
Human Resources Research Organization

Armored Forces Research Unit
Barbara A. Black, Chief

U.S. Army Research Institute for the Behavioral and Social Sciences
5001 Eisenhower Avenue, Alexandria, Virginia 22333-5600

November 1997

Army Project Number
2O262785A791

Education and Training Technology

Approved for public release; distribution is unlimited.

FOREWORD

In 1994, the Army embarked on a widespread training effort known as the Force XXI Training Program to meet the challenges of decreasing resources and increasing performance expectations. In mid-year, a Memorandum of Agreement was signed between the U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) and the U.S. Army Armor Center and Fort Knox that established the virtual brigade training program (VBTP). As part of the VBTP, the ARI Armored Forces Research Unit at Fort Knox, the Directorate of Training and Doctrine Development-Force XXI, and Fort Knox joined forces to sponsor research and development of simulation-based training for the conventional mounted brigade staff. The work was performed under a project called the Combined Arms Operations at Brigade Level, Realistically Achieved Through Simulation (COBRAS).

The training products developed under COBRAS were designed to provide practical experience for battle staffs at brigade level in a scenario-based tactical setting, facilitated by the use of simulation to generate tactical information and cues. Central to the development effort was an analysis of performance requirements encompassing the full spectrum of staff activities: planning, preparation, execution, and post-mission sustainment activities.

A new effort of front end analysis was initiated as a part of the COBRAS project. The focus of this effort was not to replace the Mission Training Plan (MTP) tasks but to supplement them by filling in the gaps in the descriptions of staff activities.

The preferred approach was to base the analysis on actual performance, not merely a recounting of requirements by performers. Analyzing brigade staffs in action was not a viable choice because of restrictions on time, personnel, and availability of expertise. In response, a new approach was developed, the Staff Performance Analysis (SPA). The SPA is an event-driven, experiential approach to systematically explore events as they are performed. Experienced role-players replicated the brigade staff in a controlled environment, performing mission-required activities. The SPA was conducted for three missions: movement to contact, area defense, and a deliberate attack. The outcome of the analysis was an extensive list of staff tasks for a selected set of brigade staff officers. The tasks depict necessary behaviors, cues, interactions, and products.

This Research Product describes the methodology for performing a large-scale analysis and producing usable task statements. It also includes the results of the SPA in the form of task lists. These task lists were used in the development of the COBRAS Battlestaff Training exercises and vignettes. In addition, this Research Product can be used by training designers and developers, as well as training program reviewers and proponents.

ZITA M. SIMUTIS
Technical Director

STAFF PERFORMANCE ANALYSIS:
A METHOD FOR IDENTIFYING BRIGADE STAFF TASKS

CONTENTS

Page

INTRODUCTION 1

Overview 1
Structured Training 1
COBRAS Program Characteristics 2
Analyzing Performance Requirements 4
Performance Requirements Approach 6

STAFF PERFORMANCE ANALYSIS METHODOLOGY 8

Subject Matter Expert Staff 8
Staff Performance Analysis Process 8
Staff Performance Analysis Application 11
Preparation for the Event 11
Conduct of the Event 11
Analysis of the Event 12
Adaptation to COBRAS Structured Training Format 12
Future Applications of the Staff Performance Analysis Methodology 13

THE BRIGADE STAFF TASKS 14

Using the COBRAS Task Lists 14

SUMMARY AND CONCLUSIONS 15

REFERENCES 17

ACRONYM LIST 19

APPENDIX A. Modified Decision-Making Process A-1

B. Example of Timeline Instructions B-1

C. COBRAS Brigade Staff Tasks C-1

Page

LIST OF FIGURES

Figure 1. Components of the structured training process 2

2. Selected training audience for the COBRAS brigade staff 3

3. The seven steps of the Staff Performance Analysis with example outcomes 9

LIST OF TABLES

Table 1. Segments for each COBRAS Mission 11

STAFF PERFORMANCE ANALYSIS: A METHOD FOR IDENTIFYING BRIGADE STAFF TASKS

INTRODUCTION

Overview

Military forces of the twenty-first century will face challenges very different from those of the cold war years. New threats predominate, mission requirements are changing, force projection is replacing forward stationing of forces, new warfighting technology is transforming the battlefield, and troop levels are declining. Responding to these and other changes, the Army leadership has established a far-reaching program to carry its forces into the future. The program is known as Force XXI (Sullivan, 1994), and it is redesigning the Army to leverage information age technologies.

A major Force XXI thrust, the Force XXI Training Program (FXXITP), is to update the Army's training doctrine and capabilities. The FXXITP capitalizes on simulation technologies to enhance training realism while containing costs. Among the FXXITP initiatives is the project effort known as Combined Arms Operations at Brigade Level, Realistically Achieved through Simulation (COBRAS). Contracted by the Armored Forces Research Unit of the U.S. Army Research Institute for the Behavioral and Social Sciences (ARI), FXXITP-COBRAS[1] is a training research and development effort. The intent for the COBRAS project was to design and develop structured training packages for select staff officers at the brigade level.

Structured Training

"Structured training" refers to systematically designed and developed training that focuses on predetermined objectives (see Figure 1). Brown (1993) defines structured training as the " . . . totality of training development, training support, and guidance for effective application/use within the unit or institution" (p. 2). The concept incorporates several key features, including a focus on selected critical tasks, provision of realistic scenario-based conditions, standardized exercise control and measurement procedures, and support of exercises by means of comprehensive training materials (Campbell, C.H., Campbell, R. C., Sanders, Flynn, and Myers, 1995). For the COBRAS effort, this means the training is:

- Task-driven -- focus on critical tasks in a planned sequence of performance that reinforces learning and builds proficiency through practice,
- Scenario-embedded -- training environment of realistic scenarios and conditions,
- Standardized -- conditions and cues stimulate performance and enable observation and evaluation of tasks, and
- Supported -- training support packages (TSPs) that guide preparation for training, observation and coaching during implementation, and the preparation and delivery of feedback sessions.

[1] Referred to as COBRAS throughout the remainder of this Research Product.

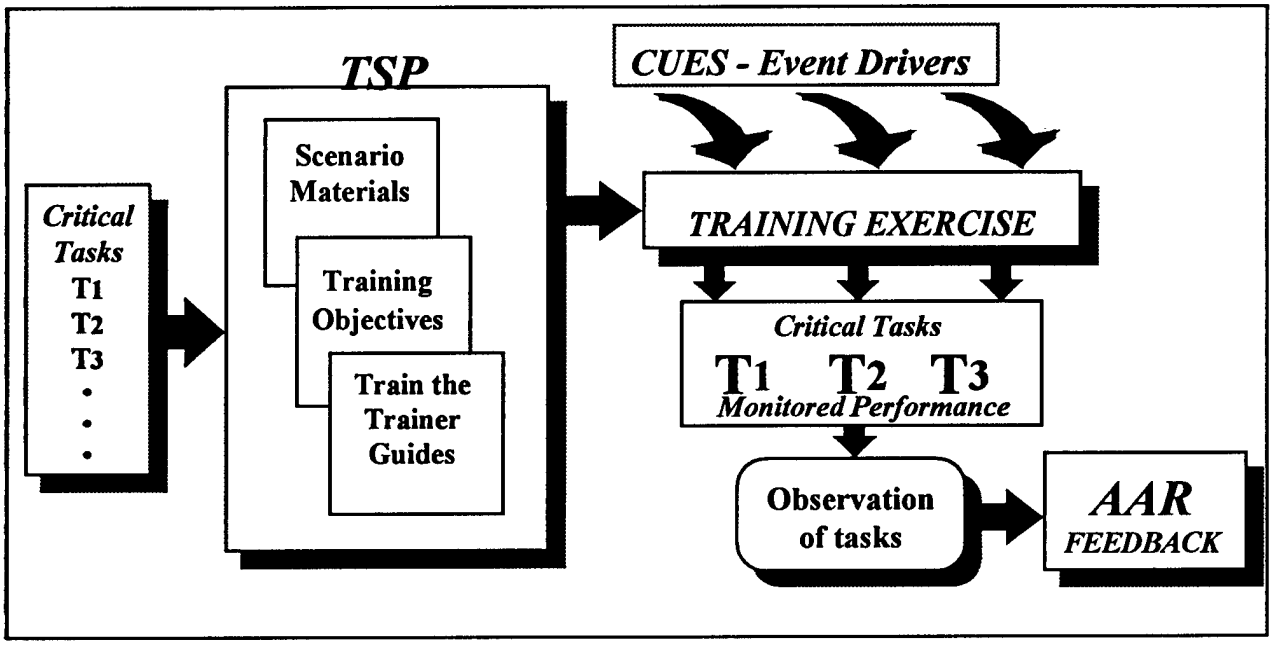


Figure 1. Components of the structured training process.

COBRAS Program Characteristics

The COBRAS training effort was a part of the larger over-all FXXITP program. As such, it was designed to fill some very specific needs and, at the same time, had to remain compatible with the overall FXXITP plan for brigade level training. The following parameters had to be met:

- Exportable. The COBRAS program is designed to be administered by user units at their normal location and within their available resources. One condition of exportable TSPs is that training observers have to be provided by unit resources. Therefore, "train the trainer" packages have to be developed.

- Scenario. COBRAS had to be compatible with earlier virtual training efforts that addressed lower echelon training for platoon through company and with concurrent brigade mission execution projects. It was essential that the location and situation be congruent over all of the FXXITP projects. Thus the mission, enemy, terrain and weather, troops and time (METT-T), including the three missions of movement to contact (MTC), area defense (AD), and deliberate attack (DATK), were all inputs, already decided, to the COBRAS analysis.

- Training Audience. The divisional brigade headquarters consists of over eighty people. There are numerous other soldiers that are part of the divisional supporting slice that operate in and about the brigade headquarters. As a limited staff exercise, there was no intent that the COBRAS provide full headquarters training. Instead, COBRAS was designed to serve as the stepping-stone in training the *staff process*. Specifically, the training was to address the activities of the commander, the principal staff officers, and those special staff officers who represent division support in logistics, fire support, mobility/countermobility, and air defense. There were 11 primary officers that were identified as meeting this requirement: commander,

executive officer (XO), operations officer (S3), intelligence officer (S2), adjutant (S1), logistics officer (S4), engineer (ENGR), fire support officer (FSO), fire support coordinator (FSCOORD), air defense coordinator (ADCOORD), and the forward support battalion (FSB) commander. These were designated the *training audience*. These individuals, and their relationship within the rest of the brigade staff, are depicted in Figure 2.

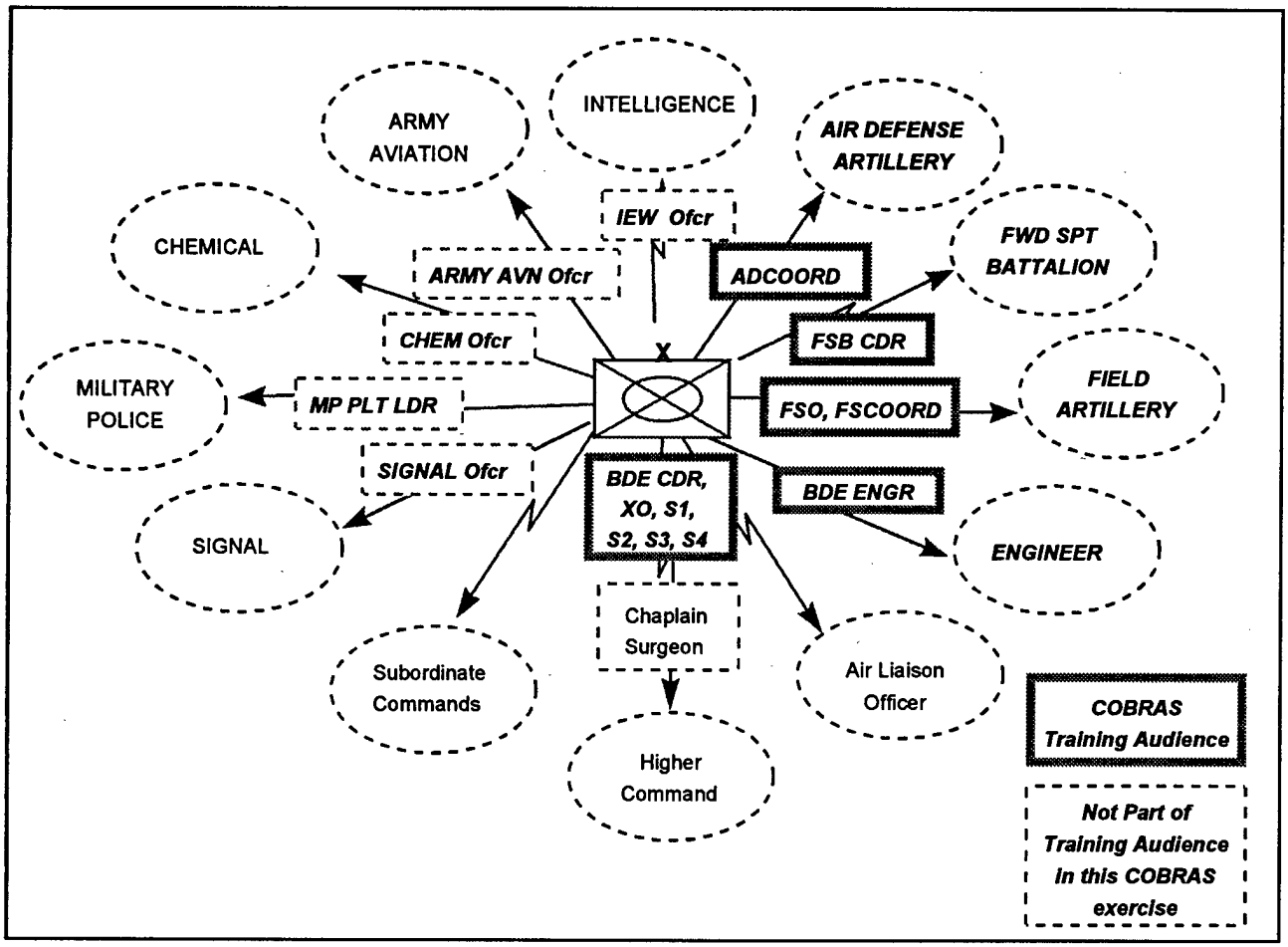


Figure 2. Selected training audience for the COBRAS brigade staff.

- Training Activities. Previous virtual training activities had all concentrated on the execution portion of the mission.[2] Focusing on the execution phase had the advantage of maximizing limited training time on the area with the highest implications for actual performance. However, the disadvantage is that units are required to *fight* a plan that they had no participation in preparing. The disparity of execution-only exercises was most apparent at brigade level, which is staffed to conduct full scale planning and preparation. Therefore, the requirement of the COBRAS training was that it be expanded beyond execution to include the phases of planning, preparation, and post-execution activities.

[2] For instance, the Reserve Component Virtual Training Program (Hoffman, Graves, Koger, Flynn, and Sever [1995] and Graves and Myers, in preparation) and the Simulation-Based Mounted Brigade Training Program (Koger, Long, Britt, Sanders, Broadwaters, and Brewer [1996]).

Analyzing Performance Requirements

The initial requirement in the design process for COBRAS was to conduct an analysis of the performance and behaviors required for successful brigade staff functioning. Potential sources of tasks were not difficult to identify; there were existing documented sources and there were other ongoing efforts that sought to identify the essentials of staff performance. Task sources included:

- *Army Training and Evaluation Program (ARTEP) - ARTEP 71-3-MTP, Mission Training Plan for the Heavy Brigade Command Group and Staff* (Department of the Army [DA], 1988). This is the primary documentation for evaluating brigade staff performance. It provides an excellent overview of many of the staff functions but, like all mission training plans (MTPs), must meet the requirement of applying to all conditions and for all missions.

- *Field Manuals (FM)* - Two valuable doctrinal publications help to define the staff process. The FM 71-3, *The Armored and Mechanized Infantry Brigade* (DA, 1996) addresses the functional areas of staff officer interest and responsibility in providing information, making estimates and recommendations, preparing plans and orders, and in supervising execution of decisions. However, the assignment of responsibilities does not specify, in detail, what staff members must do, individually and collectively, in meeting these responsibilities. Likewise, the staff process is detailed in FM 101-5, *Command and Control for Commanders and Staff* (DA, 1995 [Final Draft]) and in supporting student texts prepared by the Center for Army Tactics of the US Army Command and General Staff College. These provided valuable descriptions of the decision-making process but, in most cases, did not provide description of individual staff officer activities within the process.

- *Other Research* - The ARI sponsored research in the area of Battlefield Functions (formally Critical Combat Functions) offered significant potential in that it sought to bring together detailed descriptions of functions for brigade staff (Mullen, 1994). Unfortunately, the preliminary brigade effort was limited to 6 (of 24) battlefield functions and that effort was concomitant with the early COBRAS work. Although there was much sharing between the two projects, all products were in a developmental or draft stage at the time the work was done.

All of these sources provided a solid groundwork but, did not provide the level of detail sought for the COBRAS work. Maggart (1994) had identified the need to go beyond existing tasks and documented descriptions in identifying soldier performance. Brigade staff performance, in particular, is characterized by an absence of procedural characteristics and by the non-linear and interactive nature of the staff process. In order to meet the training needs of the COBRAS program, it was recognized that there was a need to go beyond the existing documentation of staff tasks; not for the purposes of replacing those descriptions but with the goal of adding to and filling in gaps in what was known about staff performance. This generated a requirement to perform a front end analysis that would examine and specify the tasks and activities, and particularly the interactions, required for proficient staff functioning. This phase of the COBRAS work proceeded

with the expectation that methods of defining staff performance would be explored - - examining, adapting, discarding, and discovering.

It was essential to analyze and identify the tasks that all training participants must execute in order to fulfill the requirements of their job. In order to do this, the COBRAS team adapted and conducted a behavioral analysis process. The analysis group consisted of a group leader experienced in military performance analysis, a behavioral and performance psychologist, and two task analysts.

An initial requirement for the analysis was to establish the parameters under which the analysis would proceed. Six general criteria were established as a guideline to identify and specify performance requirements:

- Content (mission) relevance - Performance was defined by the METT-T of three specific missions. For COBRAS, this translated into a divisional brigade, preparing and conducting missions for MTC, AD, and DATK against a Krasnovian opposing force (OPFOR) on a Fort Irwin (National Training Center) type terrain. The three missions were all linked in sequence. Unlike existing, generalizable performance descriptions, this analysis was specific to COBRAS METT-T.

- Functional emphasis - Tasks focus on specific functional areas: command and control, combat service support, fire support, air defense, mobility/countermobility/survivability, intelligence, and maneuver. Within each functional area, the staff was to complete the processes of planning, preparation, executing the mission, and conducting consolidation and reorganization activities.

- Interactive criticality - Special emphasis was placed on identifying activities which require interactions between pairs or groups of staff. In much of the existing training doctrine, few tasks requiring interactions are identified.

- Observability - Tasks had to have an observable outcome. Important as they are, unobservable performance requirements such as reasoning, thought processes, and knowledge cannot be readily discerned during performance.

- Tactical decision-making processes - A systematic tactical decision-making process had to be followed during task identification because the COBRAS training program addresses performance of the entire planning process. The tactical decision-making process at brigade staff level is generally thought of being done at one of two levels: the deliberate decision-making process (DDMP)[3] and an extension of the DDMP referred to variously as the abbreviated or accelerated decision-making process (FM 71-3) or the combat decision-making process (FM 101-5). In the COBRAS program, this extension

[3] The full performance of the DDMP is required in two missions: MTC and the DATK. The planning process approach in the COBRAS exercise is based on the premise that proficiency in the DDMP is required in order for the process to be modified under more restrictive conditions.

of the DDMP is referred to as the *modified decision-making process (MDMP)* [4]. See Appendix A for an outline of the MDMP.

- Staff processes only - The focus of performance for the training participants was only on their roles within the conduct of staff processes. This is especially significant in the situations of those individuals who have command responsibilities, in addition to staff responsibilities. For example, the brigade engineer is also the commander of the engineer battalion, but tasks involving the command of his battalion were not addressed.

Performance Requirements Approach

An objective of this effort was to identify or develop an analysis approach that would best support the criteria outlined above. A review of job and task analysis literature revealed a variety of methods for exploring and structuring the training domain. For example, McCormick (1979) and Goldstein (1986) describe traditional job and task analysis methods that include review of documented material, observation of actual job performance, and interviews and questionnaires with incumbents and supervisors. These methods, often used together, capture the basic knowledge and actions required during performance. More recently, cognitive task analyses have been developed and implemented to support training of knowledge structures that facilitate performance (e.g., Gagné, 1988; Glaser, Lesgold, Lajoie, Eastman, Greenberg, Logan, Magone, Weiner, Wolf and Yengo [1985]). Cognitive analysis relies on various inquiry techniques to capture the mental models implicitly used by task experts. A third class of investigative techniques is appropriate for the integration and synchronization activities important to group and staff action. This class includes techniques that describe performance units that are broader than tasks, and that capture more general organizational processes (Margulies and Wallace, 1973; Waldman, 1994). These techniques are associated with organizational restructuring activities and focus on the interrelationships among systems.

The review of the literature pointed to a cornerstone method of analysis that employs a set of cognitive probes organized around a taxonomy of ten types of knowledge (Klein, Calderwood, and MacGregor, 1989). This base approach is known as the *critical decision method.* The critical decision method, a retrospective interview strategy, applies a set of cognitive probes to incidents which require expert judgment or decision-making. First an actual incident is selected. Then a semi-structured format is used to probe the various aspects of the decision-making process. The differences, noted by Klein et al. (1989), between the critical decision method and other knowledge elicitation techniques are:

- Nonroutine cases. Incidents that are nonroutine or difficult are usually the richest source of data about the capabilities of highly skilled personnel. The focus on nonroutine cases also makes the method the most appropriate to elicit the tacit knowledge that is not part of a formalized procedure for a domain.

[4] The AD mission calls for the implementation of an MDMP. Because no doctrinal procedure exists for truncating the DDMP, COBRAS has specified an agendum for the MDMP that meets the doctrinal requirements for the planning process and fits into the limited time available for planning for the AD.

- Case-based approach. More specific and useful information is obtained when probing concrete and non-routine events than when asking about general rules and procedures.

- Cognitive probes. Probing is not limited to responses that can be objectively anchored and verified. Questions sometimes require that the experts reflect on their own strategies and bases for decisions.

- Semi-structured probing. This method attempts to strike a balance between a totally unstructured approach, such as an ongoing verbal protocol, and a completely structured protocol. The probes are designed to obtain information at its most specific and meaningful level.

Modifications were made to the critical decision method to fit the specifics of analyzing the performance requirements of the brigade staff. When coupled with the scenario-based performance identification requirement, this method became the COBRAS Staff Performance Analysis (SPA).

STAFF PERFORMANCE ANALYSIS METHODOLOGY

Subject Matter Expert Staff

In the execution of the SPA, events of each mission were systematically explored as they were experienced by the brigade staff. The staffing of the COBRAS team was intentionally structured to facilitate the SPA process. Because it was anticipated that access to actual active component brigade staffs was not realistic, COBRAS was staffed with military subject matter experts (SME) who role-played brigade staff officers. Because the center of attention was on the performance of the staff, rather than on that of tactical units, full accomplishment of requirements was replicated with a limited expenditure of resources. The flexibility of this approach allowed for the creation and role-play of all segments of brigade staff performance for all missions.

Staff Performance Analysis Process

Organized around seven steps, the SPA was designed to identify descriptions of behaviors. It relied on participant observations; that is, those who role-played were expected to review, describe, analyze, and enlarge upon activities in which they participated. The procedure was under the control of the task analysts, who were responsible for observing, recording, replaying, and probing the event. The first six steps in the process are intended to provide a structure and organization for the analysis. Step 7 requires a detailed examination and probing of the event and provides for the discovery of concepts and details that underlie the successful achievement of staff performance. This process is illustrated in Figure 3.

- Step 1: Select the Scenario Event. "Events" are discrete segments of staff activities that have definable start and end points and involve interaction of two or more staff persons. They are organized around *input*, *processing*, and *output* of information. Events are partitioned for analytical, not tactical, purposes. Events are specific as to factors of METT-T that apply to the scenario. The event must be outlined in sufficient detail to allow the participants to readily identify their roles and requirements and to provide for reference and tracking of the segment.

- Step 2: Observe the Event. The activities in the event should first be described or recorded without excessive encroachment by the analyst. This may be done by (a) summarizing with a doctrinal description of what is supposed to occur, from the ARTEP or other sources; (b) asking participants to list or otherwise describe the activities they perform during an event; or (c) observing and recording as the event is performed or discussed by the expert participants. A combination of two or more techniques may be used.

- Step 3: Construct an Event Timeline. The analyst reconstructs the account or the portrayal of the event in the form of specifics which establish the sequence and duration of occurrences within the event. "Duration" is not intended to depict elapsed

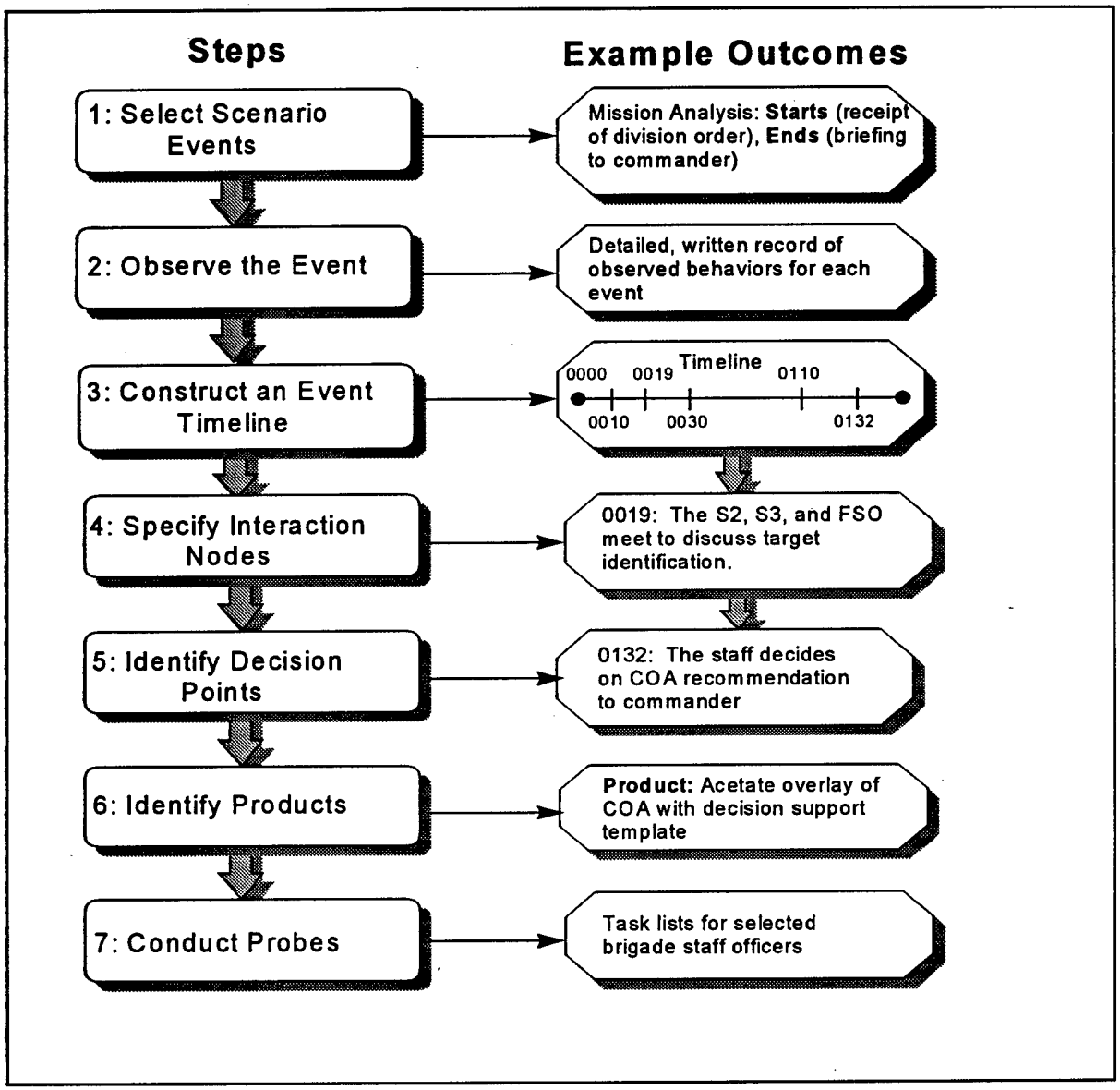


Figure 3. The seven steps of the Staff Performance Analysis with example outcomes.

time as much as it is intended to portray relative relationships between events, that is, what events are concurrent and what events take longer than others. If the behavior being modeled in the timeline is complex or involves significant cognitive performance, the participant SME may be actively included in the construction of the timeline. An example of the method used to elicit information from the SMEs for the development of timelines can be seen in Appendix B. Questions were constructed to address specific behaviors that had been observed during each event.

- Step 4: Specify Interaction Nodes. There is an emphasis on identifying event processes that require two or more staff to interact. Specifically, this step serves to identify the

dyads, triads, and other group alignments, that may be either explicit or implied, and that should be modeled during the event. The intent is to identify those significant interactions that are key or that produce a performance synergy though their occurrence. The participants, the form of communication or interaction, and the content of the interaction are identified. Interactions are identified as part of the timeline.

- Step 5: Identify Decision Points. Decision points are those places in the event where other reasonable courses of action were possible or where another participant could have chosen a different resolution. Decision points are indicated on the timeline.

- Step 6: Identify Products. Products, including interim or partial products, are essential to understanding and documenting staff processes and outcomes. This is true even if the products are specific to the METT-T. The analyst ensures that all products are preserved and are identified with a specific staff position and an associated event or activity.

- Step 7: Conduct Probes. The preceding six steps provide the framework for the analysis. The seventh requirement constitutes the culminating activity of the analysis. It is based on the premise that there are two classes of performance required for staff functioning expertise (Klein et al. 1989). The first is *explicit* or objective functioning, including such examples as if/then rules, analytical procedures, and factual knowledge. The second class of functional requirements is *tacit* or contextual knowledge and includes recognizing when conditions apply to if/then rules, the framework used to apply and articulate analytical procedures, the facility to induce from similar events to specific current applications, and the experience to make judgments of typicality.

Probing follows a format of trying to establish the *who*, *what*, and *when* of standard analysis coupled with the "how and why" that is distinctive to cognitive conditions. Primary focus of the probing is in two areas: The first is *cue usage* which seeks detailed information on how METT-T phenomena are handled in the event timeline. The second concentration of probing is on *prior experience.* It is important to explore what participants bring to an event in terms of foresight and expectations and how these influence their decisions and behavior.

The extent of the probing conducted depends on how much is already documented on the timeline about the procedure or event under review. To elicit the type of information desired, probing is not limited to the factual structure represented by the timeline. Some expert querying will require that the participants rely on their own strategies and foundations for their decisions and interacting. Because these often defy articulation, it is imperative that the analyst be both skilled and persistent in conducting the probing.

Staff Performance Analysis Application

The SPA was used to explore the performance behaviors in each mission developed for the COBRAS as the actions were experienced by a brigade staff (role-played by SMEs). The MTC, AD, and DATK missions were conducted from the receipt of the division order through all phases of planning, preparation, execution, consolidation and reorganization. Each mission was conducted in segments, defined by the content of the mission. For instance, the planning phase for the MTC mission was broken into four segments (mission analysis, course of action [COA] development, wargaming, and COA comparison). These segments are roughly defined by steps of the DDMP. Table 1 shows all of the segments for the three missions as they were analyzed using the SPA. For each segment of each mission, three major activities of the SPA process had to be performed.

Table 1

Segments for each COBRAS Mission

Movement to Contact	Area Defense	Deliberate Attack
Mission Analysis	Planning - MDMP	Mission Analysis
COA Development	Orders Preparation	COA Development
Wargaming	Rehearsal	Wargaming
COA Comparison	Mission Execution	COA Comparison
Orders Preparation		Orders Preparation
Rehearsal		Rehearsal
Mission Execution		Mission Execution
Consolidate and Reorganize		

Preparation for the Event

Preparation for the SPA was extensive. First, to ensure that the brigade planning process was realistic, a correct and doable corps concept and division order had to be developed. All participants in the SPA had to be familiar with the mission concepts for the operations up though corps level. A similar requirement existed for the OPFOR: In order to produce a realistic and consistent enemy, deployed and employed according to an acceptable doctrine, an extensive OPFOR preparation was required. Furthermore, the role-players had to be knowledgeable about the doctrine and capability of the OPFOR.

Conduct of the Event

The events took place in simulated brigade command and control facilities: main command post (CP) complete with maps, overlays and assigned staff work areas; a rear CP which accommodated the combat service support role-players; and the tactical CP which replicated the command echelon of the brigade. While only the principal staff members were played (realities of personnel staffing did not allow staffing of specialists and other assistants), all actions and interactions were performed as they would be on the job including map postings, product production, briefings, and decisions. The process was observed and recorded by the task analysts.

Analysis of the Event

This requirement involved a selective, and sometimes iterative, application of SPA Steps 3 through 7 (see Figure 3). Following each SPA event, analysts compared the observed behaviors with the expected (doctrinal) tasks and prepared a list of questions to identify unresolved issues. These were included in a review and discussion of the entire event, identifying what occurred and what could or should have been done differently. All SME participated in this initial review in a non-role status. As a result, role-players were encouraged to analyze and rethink their activities and to change what they would do, if appropriate. After the initial informal review, a task analyst prepared instructions for the role-players to use in constructing a written timeline (a synopsis of the activities, organized sequentially). The completed timeline served as a source for the analysts to scrutinize. The result was a formalized portrayal of each SMEs' activities during each event.

Adaptation to COBRAS Structured Training Format

The SPA was a developmental process. The front-end analysis that resulted in the seven steps described above, evolved as the events of each mission were subjected to the SPA. Once an event was been role-played by the SMEs, concurrently observed by the task analysts, and subsequently probed, it was discovered that the documentation of performance was not yet sufficient to support structured training. Although the seven steps in the SPA process (Figure 3) were judged sufficient to produce the analysis result, the requirements of the COBRAS project dictated that a task format, usable by the intended training and observer audience, be developed. Therefore, a refinement process for the tasks was developed that includes three phases.

In Phase I of this process, the task analysts refined the internal method of translating the results of the timelines and the subsequent probings into a series of specific tasks for each training audience position. Preliminary identification and definition of the tasks were made. Each of these tasks (or sub-tasks) consisted of an activities statement, a matrix of interactors on the task, a task cue, and a task product (if one was produced).

Phase II was also primarily an internal process. In this phase, the tasks were proofread and edited so that common terms were used, tasks were regrouped into appropriate events, and checked for cross-position consistency. In addition, tasks were compared to Army doctrine. Gaps in task sequence, inter-task inconsistencies, and redundancies were identified. Analysts also identified products that were assembled by each SME. Finally, analysts checked for disconnects between identified tasks and the environment in which they would be performed (constructive simulation). In other words, analysts verified that the tasks to be trained could be supported by the training environment. When questions or problems were identified in this phase, they were channeled to the appropriate military or simulation SME. Phase II, although slow and tedious, was an essential process to the goal of producing a consistent, acceptable and usable training product.

Phase III involved the collection of SMEs' feedback on the results of Phase II. In some cases, their input requirement was very minor, such as word or term clarification. In other cases, there were whole performance gaps that had to be rectified. For the SME, the task presentations

were very unfamiliar; the task statements had been modified extensively from the timeline input that was initially provided. Although their review was limited and directed to the specific items identified in Phase II; the SMEs' ideas, criticisms, and reviews were encouraged.

Future Applications of the Staff Performance Analysis Methodology

Staff activities are complex behaviors that do not follow fixed procedural protocols. Capturing these behaviors and expressing them in an acceptable descriptive format requires new analytic tools. The SPA method is a proven tool for meeting this requirement. Like any analytic tool, it needs refinement through replication and may need to be adjusted to fit the resources available and the activities being analyzed. Some potential applications of the SPA method include:

- Expansion of the audience. The SPA described here was used to describe the performance requirements of only 11 members of the brigade staff. This was because of prior decisions that dictated the composition of the training audience for the COBRAS project. However, there are many more participants, both individuals and groups, in the brigade staff process that the SPA process should be effective in analyzing.

- Event analysis. The COBRAS project required the analysis of the entire decision-making (planning) process for the specified training audience. Conduct of the SPA under these conditions required multiple resources, particularly time. However, there are many parts of the staff process, including the planning process broken into singular components, that can be analyzed using the SPA method but with far less demanding resources. These discrete event analyses can be used to detail specific behaviors for small group or part task training.

- Battalion staff performance. The area of concentration for the COBRAS SPA was the heavy brigade staff. However, the problems and lack of specificity that forced development of the SPA method for the brigade apply equally to maneuver and support battalions; there certainly exists a need for a comparable analysis and specification of activities at these levels. The SPA method can be used to perform this analysis.

THE BRIGADE STAFF TASKS

The lists are located at Appendix C. COBRAS Brigade Staff Tasks are organized by mission (e.g., MTC)[5], segments within mission (e.g., Mission Analysis, COA Development, etc.), and by duty position (ADCOORD, commander, ENGR, FSB commander, FSCOORD, FSO, S1, S2, S3, S4, XO). Within each duty position grouping, the tasks are presented in roughly the order they are expected to occur during the performance.

The tasks are specific to the missions and METT-T of the COBRAS scenario and to the directed activities of the COBRAS training design (e.g., DDMP, five paragraph operation order [OPORD]), and they stress the requirements for staff interactions during performance. Each task has five components:

- Task number - The task number identifies the sequence in which the task, most likely, should be performed. Task numbers with decimal places (e.g., 1.1, 1.2, 1.3) are subtasks.
- Task statement - The task statement describes the action that should be performed.
- Cue description - The cue describes the environmental stimulus that initiates the action described in the task statement. Cues are not identified for all task statements.
- Product description - Describes the result of an action. The product is an observable outcome of the action described in the task statement. Tasks do not always result in a product.
- Interaction matrix - The matrix lists the staff officers who should interact during the performance of the requirement. For a position to be marked "yes" in the matrix means that there should be an exchange of information between these staff officers. The criterion for a "yes" does *not* include an officer who passively receives information (e.g., is present at a briefing), even if the staff position is mentioned in the task statement.

In the COBRAS TSPs, the task lists are intended to be used as coaching guides for training observers and as job aids for the training participants. However, they identify only *what* is to be done, not *how* to do the performance.

Using the COBRAS Task Lists

The task lists were initially validated in a pilot exercise involving a composite brigade staff of officers and in reviews conducted by representatives of field artillery, service support, air defense, and engineer proponents. Subsequently, a full trial of the COBRAS exercise was conducted and evaluated using an operational brigade (Graves, Campbell, and Deter, in preparation). During that evaluation, the tasks lists were used by the training audience as a preparation for the exercise and as a job aid during conduct of the exercise. Additionally, they were used by the observers to follow the performance activities and as the basis for both informal and formalized after-action reviews

[5] The MTC and DATK tasks are identical because both missions use the DDMP.

(AAR). Reactions to the lists were favorable overall. The experience of the user played a large role in the extent of their use; the less experience, the greater the reliance on the lists.

The task lists constitute a significant part of the COBRAS training program and the COBRAS learning experience. As the COBRAS program expands into other staff officer areas, and as additional implementations are analyzed, the task lists are subject to refinement and modifications. While the application of the task lists beyond the COBRAS program has not been explored, there are nonetheless several *potential* uses of the task lists:

- Combine with ARTEP and/or Battlefield Functions. Acceptance of one task list should not mean exclusion of other efforts. The COBRAS task lists are compatible with the brigade staff ARTEP and the Battlefield Functions. Task descriptions should be combined or used in conjunction with each other to provide a full spectrum of doctrine and guidance on performance.

- New staff training. Because new staff officers do not generally receive training on the individual requirements of their job, the COBRAS task lists can be used to orient them to critical portions of their job. Although the "how-to" requirements of their staff job must be gained from other sources, the COBRAS task lists provide a ready source of review for new staff in what they must know for the operational part of their job.

- Section training. Although the COBRAS list is organized around individual staff members, the majority of the tasks are applicable to, or supported by, the entire staff sections. Principal staff members can apply the lists in preparing their sections to conduct operations.

- Supervision and evaluation of performance. The commander, XO, or S3 of a brigade staff are usually responsible for establishing and coordinating individual staff efforts into a cohesive, integrated effort. The COBRAS task lists can serve as reference for supervising and evaluating that effort. The tasks lists can also serve as a basis for evaluating unit tactical standing operating procedures.

SUMMARY AND CONCLUSIONS

The SPA is an event-driven, experiential analytic approach, designed to systematically explore the occurrences within a brigade staff headquarters as they prepare for and conduct a specified mission. As applied in the COBRAS project, the result of the SPA process was task lists for 11 primary staff positions for three missions. The task lists are used to support the COBRAS training audience, observer, and AAR requirements.

The SPA methodology proved to be a viable analytic tool in isolating and describing staff behaviors and should continue to be refined and applied in other training design settings. The brigade staff task lists should be an important and usable adjunct to existing doctrinal descriptions such as the MTP.

Both the SPA methodology and the task lists have been used in other research work. Numerous exchanges on method and outcomes have been conducted with the contractor responsible for developing the ARI Battlefield Functions. Additionally, the method and the results have been briefed to others involved in similar design activities at Fort Knox, Kentucky and to the Human Research and Engineering Directorate of the Army Research Laboratory at Fort Huachuca, Arizona.

References

Brown, F. J. (1993). Training third wave landpower: Structured training (IDA Paper P-2947). Alexandria, VA: Institute for Defense Analysis.

Campbell, C. H., Campbell, R. C., Sanders, J., Flynn, M, and Meyers, W. (1995). Methodology for the Development of Simulation-Based Training. (ARI Research Product 95-08). Alexandria, VA: U.S. Army Research Institute for the Behavioral and Social Sciences.

Department of the Army (1996). The Armored and Mechanized Infantry Brigade (FM 71-3). Washington, DC: Headquarters, Department of the Army.

Department of the Army (1995). Command and Control for Commanders and Staff. (FM 101-5, Final Draft). Washington, DC: Headquarters, Department of the Army.

Department of the Army, Headquarters. (1988). Mission Training Plan for the Heavy Brigade Command Group and Staff. (ARTEP 71-3-MTP). Washington, DC.

Gagné, E. D. (1988). A cognitive approach to defining job proficiency. Paper presented at the symposium, Defining proficiency in military jobs: Two approaches, at the 96th Annual Convention of the American Psychological Association.

Glaser, R., Lesgold, A., Lajoie, S., Eastman, R., Greenberg, L., Logan, D., Magone, M., Weiner, A., Wolf, R., and Yengo, L. (1985). Cognitive task analysis to enhance technical skills training and assessment (Contract No. F41689-83-C-0029). Pittsburgh, PA: Learning Research and Development Center.

Goldstein, I. L. (1986). Training in organizations: Needs assessments, development, and evaluation (2nd ed.). Monterey, CA: Brooks Cole.

Graves, C. R., Campbell, C. H., and Deter, D. E. (in preparation). Combined Arms Operations at brigade level, realistically achieved through simulation (COBRAS) project: History and lessons learned (ARI Draft Research Report). Alexandria, VA: U.S. Army Research Institute for the Behavioral and Social Sciences.

Graves, C. R., and Myers, W. E. (in preparation). An expansion of the Virtual Training Program: History and lessons learned (ARI Research Report). Alexandria, VA: U.S. Army Research Institute for the Behavioral and Social Sciences.

Hoffman, R. G., Graves, C. R., Koger, M. E., Flynn, M. R., and Sever, R. S. (1995). Developing the Reserve Component Virtual Training Program: History and lessons learned (ARI Research Report 1675). Alexandria, VA: U.S. Army Research Institute for the Behavioral and Social Sciences.

Klein, G. A., Calderwood, R., and MacGregor, D. (1989). Critical Decision Method for Eliciting Knowledge. IEEE Transactions on Systems, Man, and Cybernetics, 19(3), 462-472.

Koger, M. E., Long, D. L., Britt, D. B., Sanders, J. J., Broadwaters, T. W., and Brewer, J. D. (1996). Simulation-Based Mounted Brigade Training (SIMBART) Program: History and lessons learned (ARI Research Report 1689). Alexandria, VA: U.S. Army Research Institute for the Behavioral and Social Sciences.

Margulies, N., and Wallace, J. (1973). Organizational change: Techniques and application. Glenview, IL: Scott, Foreman, and Company.

Maggart, L. (Speaker). (1994). [Briefing on the Virtual Brigade Training Program]. Fort Knox, KY: U.S. Army Armor Center and School.

McCormick, E. J. (1979). Job Analysis: Methods and applications. New York: AMACOM.

Mullen, W. J. III (1994). Structure of critical combat functions relevant to battalion task force operations. In Holz, Hiller and McFann (Eds.), Determinants of Effective Unit Performance: Managing Unit Training Readiness. Alexandria, VA: U.S. Army Research Institute for the Behavioral and Social Sciences.

Sullivan, G. R. (1994). America's Army - Focusing on the Future. Army, pp. 19-30.

Waldman, D. A. (1994). The contribution of total quality management to a theory of work performance. Academy of Management Review, 19, 510-536.

ACRONYM LIST

AAR	After-action Review
AD	Area Defense
ADA	Air Defense Artillery
ADCOORD	Air Defense Coordinator
ALOC	Administrative/Logistics Operation Center
ARI	Army Research Institute
ARTEP	Army Training and Evaluation Program
ATK	Attack
BDA	Battle Damage Assessment
BOS	Battlefield Operating System
BSA	Brigade Support Area
CAS	Close Air Support
COA	Course of Action
COBRAS	Combined Arms Operations at Brigade Level, Realistically Achieved through Simulation
CP	Command Post
CSS	Combat Service Support
DA	Department of the Army
DATK	Deliberate Attack
DDMP	Deliberate Decision-Making Process
DSM	Decision Support Matrix
EBA	Engineer Battlefield Assessment
ENGR	Engineer
EPW	Enemy Prisoner of War
FA	Field Artillery
FASCAM	Family of Scatterable Mines
FM	Field Manual
FRAGO	Fragmentary Order
FS	Fire Support
FSB	Forward Support Battalion
FSCOORD	Fire Support Coordinator
FSO	Fire Support Officer
FXXITP	Force XXI Training Program
G1	Division/Corps Personnel Officer
G3	Division/Corps Operations & Plans Officer
G4	Division/Corps Logistics Officer
HIMAD	High Medium Range Air Defense
HVT	High Value Target
INTSUM	Intelligence Summary
IPB	Intelligence Preparation of the Battlefield
LD	Line of Departure
MCOO	Modified Combined Obstacle Overlay
MDMP	Modified Decision-Making Process

METT-T	Mission, Enemy, Terrain and Weather, Troops, Time Available
MST	Maintenance Support Team
MTC	Movement to Contact
MTP	Mission Training Plan
NAI	Named Area of Interest
O&I	Operations and Intelligence
OCOKA	Observation, Cover and Concealment, Obstacles, Key Terrain, and Avenues of Approach
OPFOR	Opposing Force
OPORD	Operation Order
PIR	Priority Intelligence Requirement
R&S	Reconnaissance and Surveillance
S1	Adjutant
S2	Intelligence Officer
S3	Operations Officer
S4	Logistics Officer
SEAD	Suppression of Enemy Air Defense
SME	Subject Matter Expert
SPA	Staff Performance Analysis
TAI	Target Area of Interest
TF	Task Force
TSP	Training Support Package
VBTP	Virtual Brigade Training Program
WSRO	Weapons System Replacement Operations
XO	Executive officer

APPENDIX A

MODIFIED DECISION-MAKING PROCESS (MDMP)

Modified Decision-Making Process (MDMP)

INPUT: [Brigade receives division warning order.]

1. PREPARE COMMANDER'S CONCEPT

A. XO develops timeline for the planning and rehearsal process based on direction from the brigade commander.
B. The brigade commander begins to formulate an initial course of action based on the division warning order.
   1. The brigade commander identifies requisite information based on issues generated by the mission and/or problems tracked since the last mission.
   2. The brigade commander informs the XO of required information.

Products
Initial preparation timeline.
Brigade commander's intent.
Initial course of action.

2. CONDUCT UPDATE BRIEF

A. Brigade staff members brief new information to the brigade commander.
B. The S2 briefs the current enemy situation, the most dangerous enemy course of action, and the most probable enemy course of action.

3. CONDUCT MISSION ANALYSIS AND REFINE COURSE OF ACTION

INPUT: [Brigade receives division order.]

A. Mission analysis conducted by XO, S1, S4, FSO, ADCOORD, and FSB commander.
   1. Identifies specified tasks.
   2. Identifies implied tasks.
   3. Identifies essential tasks.
   4. Identifies constraints.
   5. Identifies restrictions.
B. Course of action refined by brigade commander and select staff [S2, S3, FSCOORD, and, brigade engineer (defense)].
   1. The brigade commander briefs his initial course of action to select staff.
   2. The brigade commander and select staff discuss, informally wargame, and refine the course of action. The course of action should include a concept for employment of each battle operating system: intelligence, maneuver, fire support, mobility / countermobility / survivability, air defense, combat service support, command and control.

Products
Refined course of action
Initial operations graphics
List of specified, implied, and essential tasks for brigade
List of restrictions and constraints

4. CONDUCT MISSION ANALYSIS BRIEF

A. The commander and the entire brigade staff reassemble.
B. The XO presents a mission analysis summary.
C. The brigade commander revises the list of essential tasks.
D. The XO or the S3 drafts a mission statement.
E. The brigade commander approves the mission statement.
F. The S3 writes and issues a brigade warning order.

Products
Mission statement
Brigade warning order
Revised operations graphics

5. CONDUCT WARGAMING

A. The S2 restates the most probable enemy course of action.
B. The brigade commander briefs the friendly concept and course of action.
C. The brigade commander establishes the rules of wargame:
   1. Chooses a wargaming technique (belt, avenue-in-depth, box)
   2. Directs S3 to identify and prioritize critical events based on the essential tasks.
   3. Briefs any additional guidance.
D. A staff member is appointed to record wargaming events.
E. S3 describes highest priority critical event.
F. S2 briefs enemy action.
G. S3 briefs the reaction.
H. Staff members provide input on the remaining battle operating system.
I. The commander and staff identify decision points.
J. Steps E. through I. are repeated for all critical events.
K. The brigade commander gives additional guidance as required and makes decisions on questions or ideas generated during the wargame.

Products
Wargaming record
Critical event list
Decision Support Template
Refined operations graphics

APPENDIX B

EXAMPLE OF TIMELINE INSTRUCTIONS

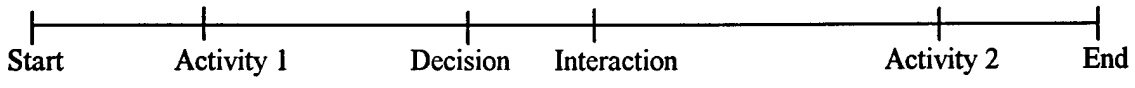
Instructions for MTC Rehearsal Timeline

INTRODUCTION: Your input is needed on the MTC rehearsal. Please answer the questions below and then develop a timeline.

QUESTIONS: Your answers to the questions below will provide information to help us build task lists for your staff position. Please make sure to address all of the questions. If a question is not relevant for the position you roleplay, please say so in your response.

- What staff position did you roleplay?
- What event cued you to begin the rehearsal?
- What materials did you prepare for the rehearsal?
- What information did you use to make decisions (e.g., task organization, enemy intent, intel, FM's, commander's intent, etc.)?
- What rules or techniques did you use to make decisions?
- Did you contact any other staff personnel for information or input and, if so, what information did you request from them?
- What decisions did you make based on the information you gathered?
- When did you make a decision?
- Were there tasks being conducted simultaneously?
    1. What were the tasks?
    2. Who was responsible for these tasks?
- What products had you produced by the end of rehearsal (i.e., templates, lists, overlays, etc.), if any?
- What was the end point for the rehearsal?

INSTRUCTIONS FOR TIMELINE: A timeline is a graphic illustration of the events that take place over a certain period of time. Answers to the questions above should help you determine what information to put on your timeline. The timeline is constructed by starting at the event or cue that causes you to begin a particular process (e.g., XO signaled start of rehearsal). The timeline ends when you complete the process (e.g., finish the rehearsal). The slash marks in between the start and end points represent the actions you participated in during the rehearsal. Example below:



APPENDIX C

COBRAS BRIGADE STAFF TASKS

Movement to Contact

Mission Analysis

ADCOORD

Task: 1

Reads the division order and extracts information on: AD priorities, weapons control status, task organization, air threat data and situation, AD commander's intent, AD concept of the operation, combined arms AD, passive AD, early warning, AD ROE, hostile criteria.

Cue:
Division order.

Product:
Extracted information.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: Yes	FSB CDR: No	FSO: No	

ADCOORD

Task: 2

Identifies air defense facts and assumptions.

Cue:

Product:
List of air defense facts and assumptions.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: Yes	FSB CDR: No	FSO: No	

ADCOORD

Task: 3

Continually exchanges enemy air threat information with the S2.

Cue:
Intelligence reports.

Product:
none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: Yes	FSB CDR: No	FSO: No	

ADCOORD

Task: 4

Identifies air defense restrictions and constraints.

Cue:

Product:
List of air defense restrictions and constraints.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: Yes	FSB CDR: No	FSO: No	

ADCOORD

Task: 5

Identifies specified air defense tasks.

Cue:
Division order.

Product:
List of specified air defense tasks.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: Yes	FSB CDR: No	FSO: No	

Mission Analysis

ADCOORD

Task: 6

Identified implied air defense tasks.

Cue:

Specified tasks

Product:

List of implied air defense tasks.

S1:	No	**S3:**	No	**BDE CDR:**	No	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	Yes	**FSB CDR:**	No	**FSO:**	No		

ADCOORD

Task: 7

Identifies essential air defense tasks.

Cue:

Specified and implied tasks.

Product:

List of essential air defense tasks.

S1:	No	**S3:**	No	**BDE CDR:**	No	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	Yes	**FSB CDR:**	No	**FSO:**	No		

ADCOORD

Task: 8

Determines high to medium altitude air defense coverage.

Cue:

Air threat data and enemy air situation reported in division AD annex; HIMAD report.

Product:

AD overlay of area of operations.

S1:	No	**S3:**	No	**BDE CDR:**	No	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	Yes	**FSB CDR:**	No	**FSO:**	No		

ADCOORD

Task: 9

Coordinates with the S3 to ensure congruence between the air defense task list and the S3's vision of the mission.

Cue:

List of specified, implied, and essential air defense tasks.

Product:

Refined list of air defense tasks.

S1:	No	**S3:**	Yes	**BDE CDR:**	No	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	Yes	**FSB CDR:**	No	**FSO:**	No		

ADCOORD

Task: 10

Prioritizes the air defense task list.

Cue:

Input from S3.

Product:

List of prioritized air defense tasks.

S1:	No	**S3:**	No	**BDE CDR:**	No	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	Yes	**FSB CDR:**	No	**FSO:**	No		

Mission Analysis

ADCOORD

Task: 11

Briefs the concept of the mission requirements for AD to include: air terrain analysis, weather effects, threat information, division AD priorities, HIMAD coverage, facts and assumptions, restrictions, AD tasks, AD recommendations.

Cue:
Mission analysis brief.

Product:
none

S1:	No	**S3:**	No	**BDE CDR:** No	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** Yes	**FSB CDR:**	No	**FSO:**	No		

ADCOORD

Task: 12

Writes the air defense warning order instructing air defense units to coordinate a link-up of direct support units and task forces.

Cue:

Product:
Draft of air defense warning order advising that link-up information and task organization will follow.

S1:	No	**S3:**	No	**BDE CDR:** No	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** Yes	**FSB CDR:**	No	**FSO:**	No		

ADCOORD

Task: 12.1

Submits the air defense warning order to the XO for approval.

Cue:
Completed draft of the air defense warning order.

Product:
none

S1:	No	**S3:**	No	**BDE CDR:** No	**FSCOORD:**	No	**ENGR:**	No	**XO:**	Yes
S2:	No	**S4:**	No	**ADCOORD:** Yes	**FSB CDR:**	No	**FSO:**	No		

ADCOORD

Task: 12.2

Issues warning order to air defense units.

Cue:
XO approved warning order.

Product:
none

S1:	No	**S3:**	No	**BDE CDR:** No	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** Yes	**FSB CDR:**	No	**FSO:**	No		

BDE CDR

Task: 1

Develop and issue initial commander's guidance to the staff.

Cue:
Division order.

Product:
Verbal guidance.

S1:	No	**S3:**	No	**BDE CDR:** Yes	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** No	**FSB CDR:**	No	**FSO:**	No		

Mission Analysis

BDE CDR

Task: 1.1

Issue guidance on which enemy courses of action to consider.

Cue:
Division order.

Product:
Verbal guidance.

S1:	No	**S3:**	No	**BDE CDR:**	Yes	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	No		

BDE CDR

Task: 1.2

Present the restated mission.

Cue:
Division order.

Product:
none

S1:	No	**S3:**	No	**BDE CDR:**	Yes	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	No		

BDE CDR

Task: 1.3

Develop and issue the commander's intent.

Cue:
Division order.

Product:
Commander's intent statement.

S1:	No	**S3:**	No	**BDE CDR:**	Yes	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	No		

BDE CDR

Task: 1.4

Gives the commander's concept of the operations.

Cue:
Division order.

Product:
none

S1:	No	**S3:**	No	**BDE CDR:**	Yes	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	No		

BDE CDR

Task: 1.5

Identify priorities.

Cue:
Division order and current status and array of brigade.

Product:
Verbal guidance to XO and staff.

S1:	No	**S3:**	No	**BDE CDR:**	Yes	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	No		

Mission Analysis

BDE CDR

Task: 1.6

Modify and/or approve the time plan.

Cue:

Division order.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:** Yes		**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** No		**FSB CDR:**	No	**FSO:**	No		

BDE CDR

Task: 1.7

Decide the type of order.

Cue:

Time available.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:** Yes		**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** No		**FSB CDR:**	No	**FSO:**	No		

BDE CDR

Task: 1.8

Decide the type of rehearsal.

Cue:

Time available.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:** Yes		**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** No		**FSB CDR:**	No	**FSO:**	No		

BDE CDR

Task: 1.9

Provides commander's critical information requirements to staff.

Cue:

Product:

Commander's critical information requirements.

S1:	No	**S3:**	No	**BDE CDR:** Yes		**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** No		**FSB CDR:**	No	**FSO:**	No		

ENGR

Task: 1

Reads the division order and engineer annex and identifies type of operation (offense, defense), engineer assets (units and equipment) allocated to the brigade by division, the current intelligence situation, and the time available.

Cue:

Division order.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:** No		**FSCOORD:**	No	**ENGR:**	Yes	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** No		**FSB CDR:**	No	**FSO:**	No		

Mission Analysis

ENGR

Task: 2

Coordinates with the rear command post (S4/S1) to determine availability of engineer personnel, equipment, and materiel (mines, demolitions).

Cue:

Product:

List of engineer personnel and equipment status.

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: Yes	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: No	FSO: No	

ENGR

Task: 3

Identifies facts and assumptions by conducting engineer battlefield assessment (EBA) to include: terrain analysis, enemy engineer capability, and brigade engineer production potential.

Cue:

Division order.

Product:

Updated brigade MCOO, situation template, estimate of the brigade's engineer capability for the mission.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: Yes	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

ENGR

Task: 4

Identifies the brigade's specified engineer tasks.

Cue:

Division order.

Product:

List of specified engineer tasks.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: Yes	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

ENGR

Task: 5

Identifies the brigade's implied engineer tasks.

Cue:

Specified engineer tasks.

Product:

List of implied engineer tasks.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: Yes	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

ENGR

Task: 6

Identifies the brigade's essential engineer tasks and the restated engineer mission.

Cue:

Specified and implied engineer tasks.

Product:

List of essential engineer tasks, restated engineer mission.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: Yes	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Mission Analysis

ENGR

Task: 7

Identifies the brigade's engineer-related constraints and restrictions.

Cue:
Division order.

Product:
List of engineer-related constraints and restrictions.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: Yes	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

ENGR

Task: 8

Identifies engineer risk.

Cue:

Product:
List of engineer-related risk.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: Yes	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

ENGR

Task: 9

Briefs the brigade commander on status and mission of engineers.

Cue:
Commander's guidance.

Product:
none

S1: No	S3: No	BDE CDR: Yes	FSCOORD: No	ENGR: Yes	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

ENGR

Task: 10

Updates and refines the engineer battlefield assessment (EBA).

Cue:

Product:
Updated situation template and engineer production estimates.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: Yes	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

FSB CDR

Task: 1

Reads the division order and Annex Q and extracts division combat service support.

Cue:
Division order.

Product:
none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: Yes	FSO: No	

Mission Analysis

FSB CDR

Task: 2

Identifies combat service support facts and assumptions.

Cue:

Division order.

Product:

List of combat service support facts and assumptions.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: Yes	FSO: No	

FSB CDR

Task: 3

Identifies specified, implied, and essential combat service support tasks.

Cue:

Division order.

Product:

List of specified, implied, and essential combat service support tasks.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: Yes	FSO: No	

FSB CDR

Task: 4

Coordinates with the S4/S1 and prepares a warning order to the CSS element.

Cue:

Division order, Annex Q.

Product:

Combat service support warning order.

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: Yes	FSO: No	

FSCOORD

Task: 1

Reads division order and extracts information from Annex F: fire support assets, command relationships of supporting units, fire support tasks required for execution in support of higher's plan, logistical parameters.

Cue:

Division order.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: Yes	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

FSCOORD

Task: 2

Identifies organization for combat and initial fire support tasks.

Cue:

Information extracted from division OPORD.

Product:

Draft portions of brigade fire support paragraph and annex: organization for combat and fire support tasks.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: Yes	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

Mission Analysis

FSCOORD

Task: 3

Identifies fire support facts and assumptions.

Cue:

Division order.

Product:

List of fire support facts and assumptions.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: Yes	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

FSCOORD

Task: 4

Identifies restrictions and constraints on fire support activities.

Cue:

Division order.

Product:

List of fire support restrictions and constraints.

S1: No	S3: No	BDE CDR: No	FSCOORD: Yes	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

FSCOORD

Task: 4.1

Identifies logistics constraints in coordination with the S4.

Cue:

none

Product:

List of fire support logistical constraints (ammunition, weapons operational readiness status)

S1: No	S3: No	BDE CDR: No	FSCOORD: Yes	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: No	FSO: Yes	

FSCOORD

Task: 5

Identifies specified fire support tasks.

Cue:

Division order.

Product:

List of specified fire support tasks.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: Yes	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

FSCOORD

Task: 6

Identifies implied fire support tasks.

Cue:

Specified fire support tasks and division graphics.

Product:

List of implied fire support tasks.

S1: No	S3: No	BDE CDR: No	FSCOORD: Yes	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

Mission Analysis

FSCOORD

Task: 7

Identifies essential fire support tasks.

Cue:

Specified and implied fire support tasks.

Product:

List of essential fire support tasks.

S1: No	S3: No	BDE CDR: No	FSCOORD: Yes	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

FSCOORD

Task: 8

Discusses mission analysis results with the FSO/S2/S3: facts and assumptions, restrictions and constraints, specified, implied, and essential tasks.

Cue:

Product:

none

S1: No	S3: Yes	BDE CDR: No	FSCOORD: Yes	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

FSO

Task: 1

Reads the division order and extracts information from Annex F of the division order: fire support assets, command relationships of supporting units, fire support tasks required for execution in support of higher's plan, logistical parameters.

Cue:

Division order.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

FSO

Task: 2

Identifies organization for combat and initial fire support tasks.

Cue:

Information extracted from division order.

Product:

Draft portions of brigade fire support annex: organization for combat and fire support tasks required by higher.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

FSO

Task: 3

Checks the division graphics overlay for additional information not conveyed in the written order (phase lines, boundaries, fire control measures).

Cue:

Division operational graphics.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

Mission Analysis

FSO

Task: 4

Identifies fire support facts and assumptions.

Cue:

Division order.

Product:

List of fire support facts and assumptions.

S1: No	S3: No	BDE CDR: No	FSCOORD: Yes	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

FSO

Task: 5

Identifies specified fire support tasks.

Cue:

Time schedule set by XO.

Product:

List of specified fire support tasks.

S1: No	S3: No	BDE CDR: No	FSCOORD: Yes	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

FSO

Task: 6

Identifies implied fire support tasks.

Cue:

Specified fire support tasks and division graphics.

Product:

List of implied fire support tasks.

S1: No	S3: No	BDE CDR: No	FSCOORD: Yes	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

FSO

Task: 7

Identifies essential fire support tasks.

Cue:

Specified and implied fire support tasks.

Product:

List of essential fire support tasks.

S1: No	S3: No	BDE CDR: No	FSCOORD: Yes	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

FSO

Task: 8

Identifies the restrictions and constraints of fire support activities.

Cue:

Division order.

Product:

List of fire support restrictions and constraints.

S1: No	S3: No	BDE CDR: No	FSCOORD: Yes	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

Mission Analysis

FSO

Task: 9

Presents the list of fire support facts and assumptions; specified, implied, and essential tasks to the XO for review and approval.

Cue:

Time schedule set by XO.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: Yes
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

FSO

Task: 10

Prepares fire support charts for mission analysis brief.

Cue:

Product:

Briefing charts.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

FSO

Task: 11

Presents fire support facts and assumptions; and specified, implied, and essential tasks to the brigade commander and staff during the mission analysis brief.

Cue:

Mission analysis brief.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: Yes	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

FSO

Task: 12

Disseminates brigade commander's guidance to field artillery battalions.

Cue:

Brigade commander's guidance.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

S1

Task: 1

Reads the division order and extracts information on: medical service support and evacuation; mortuary evacuation and graves registration; enemy prisoner of war processing and locations; personnel replacement operations, priorities, and schedule; and task organization.

Cue:

Division order.

Product:

none

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Mission Analysis

S1

Task: 2

Contacts all subordinate units and requests personnel status reports (Red 1 reports) and personnel losses reports (Red 2 reports).

Cue:
Division order.

Product:
Personnel status chart

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S1

Task: 3

Identifies facts and assumptions for brigade personnel.

Cue:
Division operations order.

Product:
List of personnel facts and assumptions.

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S1

Task: 4

Identifies restrictions and constraints on brigade personnel.

Cue:
Division operations order.

Product:
List of personnel restrictions and constraints.

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S1

Task: 5

Identifies specified personnel tasks.

Cue:
Division operations order.

Product:
List of specified personnel tasks.

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S1

Task: 6

Identifies implied personnel tasks.

Cue:
Division operations order.

Product:
List of implied personnel tasks.

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Mission Analysis

S1

Task: 7

Submits personnel status reports (Red 1 reports) and personnel losses reports (Red 2 reports) to the division G1.

Cue:
Division G1 request.

Product:
Personnel requirements report.

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S1

Task: 8

Contacts brigade surgeon to determine status of the medical operation and evacuation plan.

Cue:
Division order.

Product:
none

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S1

Task: 9

Obtains expected mission from the S3 covering the period from D to D+3.

Cue:

Product:
none

S1: Yes	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S1

Task: 10

Consults historical charts from FM 101-10-1(Staff Officers FM, Volume 2) to calculate approximate number of replacements needed based on estimates of strength projections and personnel losses.

Cue:
S3 operational projection.

Product:
Strength projection chart.

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S1

Task: 11

Prepares and presents a briefing on the status of the brigade strength, manning, personnel services, and loss projection.

Cue:
Mission analysis brief.

Product:
Strength projection chart, personnel status chart, manning chart.

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Mission Analysis

S2

Task: 1

Reviews and extracts information from the division intelligence summaries and annexes.

Cue:

Division intelligence summaries and updates, OPORD, and Annex B.

Product:

See subtasks below.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 1.1

Creates overlay depicting current control measures and enemy situation: enemy by unit strength symbols, activity, location, date-time group.

Cue:

Division intelligence summaries and updates, OPORD and Annex B.

Product:

Overlay depicting current enemy situation.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 1.2

Identifies intelligence facts and assumptions.

Cue:

Receipt of division summaries.

Product:

List of intelligence facts and assumptions (e.g. includes area of operations and area of interest).

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 1.3

Identifies specified, implied, and essential intelligence tasks.

Cue:

Receipt of division OPORD, and Annex B.

Product:

List of specified, implied, and essential intelligence tasks.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 1.4

Identifies intelligence restrictions and constraints.

Cue:

Receipt of division OPORD and Annex B.

Product:

List of restrictions and constraints.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Mission Analysis

S2

Task: 2

Identifies, extracts, and plots division named areas of interest taskings to brigade.

Cue:

Division OPORD Annex B.

Product:

Description of division named areas of interest in brigade AO.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 3

Conducts initial intelligence preparation of the battlefield.

Cue:

Receipt of division intelligence summaries, OPORD, and Annex B.

Product:

See subtasks below.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 3.1

Compiles an initial definition of the battlefield environment (IPB Step 1).

Cue:

Receipt of the division intelligence summaries, OPORD, Intel estimate, and Annex B.

Product:

A description of the battlefield characteristics, definition of the area of influence and the area of operations, preliminary identification of intelligence gaps.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 3.2

Compiles an initial description of the battlefield's effects: terrain analysis, weather and light analysis, time-distance factors (IPB Step 2).

Cue:

Receipt of division intelligence summaries, OPORD and Annex B.

Product:

Initial overlays depicting the effects of terrain (key terrain, obstacles, fields of fire, cover and concealment); initial modified combined obstacle overlay, a climatological and weather matrix, time-distance estimates.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Mission Analysis

S2

Task: 3.3

Conducts an initial threat evaluation identifying enemy composition, disposition, capabilities, and limitations based on enemy doctrine and Steps 1 & 2 (IPB Step 3).

Cue:

Receipt of the division intelligence summaries, OPORD and Annex B.

Product:

Initial threat model: enemy objectives, situational template, situational matrixes, high value targets

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 3.4

Develops initial threat courses of action. (As a minimum, identifies the most probable and the most dangerous courses of action.) (IPB Step 4).

Cue:

Completion of the first three steps (subtasks 3.1, 3.2, 3.3) of the IPB process.

Product:

Enemy courses of action.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 4

Coordinates with the brigade staff to exchange information on the enemy and friendly intelligence knowledges and requirements.

Cue:

Completion of preliminary IPB Steps 1 through 4.

Product:

See subtasks below.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: Yes	XO: No
S2: Yes	S4: Yes	ADCOORD: Yes	FSB CDR: No	FSO: Yes	

S2

Task: 4.1

Provides an assessment of the known enemy situation as it affects the area of interest and area of operation.

Cue:

Product:

Agreement or adjustment to the area of interest and area of operations.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: Yes	XO: No
S2: Yes	S4: Yes	ADCOORD: Yes	FSB CDR: No	FSO: Yes	

S2

Task: 4.2

Determines the effects of obstacles, engineer estimates of the terrain, deep threats, flank threats, air threat, indigenous population, subversive and sabotage activities.

Cue:

Product:

Agreement or adjustment to obstacle overlays; confirmation or adjustment to initial enemy situational template; identification of rear area security requirements.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: Yes	XO: No
S2: Yes	S4: Yes	ADCOORD: Yes	FSB CDR: No	FSO: Yes	

Mission Analysis

S2

Task: 4.3

Determines initial priority information requirements.

Cue:

Product:

Confirmation or revision of priority information requirements.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: Yes	XO: No
S2: Yes	S4: Yes	ADCOORD: Yes	FSB CDR: No	FSO: Yes	

S2

Task: 4.4

Determines initial named areas of interest.

Cue:

Product:

Confirmation or revision of named areas of interest.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: Yes	XO: No
S2: Yes	S4: Yes	ADCOORD: Yes	FSB CDR: No	FSO: Yes	

S2

Task: 5

Develops initial force ratios in coordination with the S3.

Cue:

Mission analysis

Product:

List of enemy and friendly forces to be arrayed on the battlefield.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 6

Develops the preliminary priority intelligence requirements.

Cue:

Division OPORD; identification of enemy capabilities and courses of action.

Product:

Revised priority intelligence requirements.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 7

Develops the initial reconnaissance and surveillance plan and R & S tasking.

Cue:

Division NAIs tasked to brigade; identification of enemy COAs; information exchanges with the S3 and other staff officers.

Product:

Revised event template depicting brigade named areas of interest; identification of initial reconnaissance and surveillance tasking requirements.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Mission Analysis

S2

Task: 8

Briefs the battlefield effects, the enemy capabilities and vulnerabilities, the selected enemy COAs (most likely and most dangerous as a minimum), and the identification of intelligence gaps.

Cue:

Mission Analysis Brief as scheduled by the XO.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 9

Develops and disseminates the brigade intelligence summary.

Cue:

Receipt of the division intelligence summaries, division OPORD, and Annex B; completion of the initial IPB (Steps 1 through 4).

Product:

Brigade intelligence summary.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Task: 1

Reads the corps and division commanders' mission and intent from the division order.

Cue:

Division order.

Product:

none

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Task: 2

Analyzes the corps commander's intent in conjunction with the corps commander's scheme of maneuver.

Cue:

Division order.

Product:

Sketch of the corps scheme of maneuver.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Task: 3

Analyzes the division commander's intent in conjunction with the division commander's scheme of maneuver.

Cue:

Division order.

Product:

Sketch of the division scheme of maneuver.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Mission Analysis

S3

Task: 4

Assesses task organization within the division to determine its possible effects on the brigade's mission and tasks.

Cue:
Division task organization.

Product:
none

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Task: 5

Identifies facts and assumptions for the maneuver elements.

Cue:
Division order.

Product:
List of facts and assumptions for maneuver.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Task: 6

Conducts terrain analysis and trafficability in the brigade sector with the S2 and brigade engineer to include: avenues of approach, mobility corridors, key terrain and obstacles.

Cue:
The analysis of friendly forces is complete.

Product:
Sketch of avenues of approach, mobility corridors, key terrain and obstacles.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: Yes	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Task: 7

Discusses the capabilities of enemy forces within the area of interest and area of operation with the S2, brigade engineer, ADCOORD, and FSO.

Cue:
Terrain analysis complete.

Product:
none

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: Yes	XO: No
S2: Yes	S4: No	ADCOORD: Yes	FSB CDR: No	FSO: Yes	

S3

Task: 8

Evaluates relative combat power to establish initial force ratio comparison, in coordination with the S2.

Cue:

Product:
Initial force ratios.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

Mission Analysis

S3

Task: 9

Identifies maneuver tasks.

Cue:

Division order.

Product:

See subtasks below.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Task: 9.1

Identifies specified maneuver tasks.

Cue:

Product:

List of specified maneuver tasks.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Task: 9.2

Identifies implied maneuver tasks.

Cue:

Specified tasks.

Product:

List of implied maneuver tasks.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Task: 9.3

Coordinates with other staff for specified and implied tasks.

Cue:

Product:

Staff identified tasks for brigade.

S1: Yes	S3: Yes	BDE CDR: No	FSCOORD: Yes	ENGR: Yes	XO: Yes
S2: Yes	S4: Yes	ADCOORD: Yes	FSB CDR: Yes	FSO: Yes	

S3

Task: 9.4

Identifies essential maneuver tasks.

Cue:

Specified and implied brigade tasks.

Product:

List of essential brigade tasks.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Mission Analysis

S3

Task: 10

Identifies the restrictions and constraints placed on maneuver by higher headquarters.

Cue:

Division order.

Product:

List of maneuver restrictions and constraints.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Task: 11

Coordinates with the S4 to exchange information on the estimated length of the operation and its impact on logistical requirements.

Cue:

Product:

none

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Task: 12

Develops the initial mission statement.

Cue:

Product:

Draft of the initial mission statement.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Task: 12.1

Presents the initial mission statement to the XO for approval.

Cue:

Completed draft of the initial mission statement.

Product:

none

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: Yes
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Task: 13

Identifies "war-stoppers" or observations that need the brigade commander's attention.

Cue:

Product:

List of problems or observations.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Mission Analysis

S3

Task: 14

Conducts the mission analysis brief.

Cue:

Time schedule set by XO.

Product:

Brigade warning order.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Task: 14.1

States and explains the corps commander's intent.

Cue:

Briefing schedule.

Product:

none

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Task: 14.2

States the division mission statement.

Cue:

Briefing schedule.

Product:

none

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Task: 14.3

Explains the division commander's intent.

Cue:

Briefing schedule.

Product:

none

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Task: 14.4

Briefs the list of specified, implied and essential tasks and restriction and constraints.

Cue:

Briefing schedule.

Product:

none

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Mission Analysis

S3

Task: 14.5

States overall assessment of brigade's ability to accomplish mission and identifies potential warstoppers.

Cue:
Briefing schedule.

Product:
none

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S4

Task: 1

Reads the division order and combat service support annex and extracts enemy situation, higher headquarters mission, friendly forces.

Cue:
Division order.

Product:
none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: No	FSO: No	

S4

Task: 2

Identifies facts and assumptions for combat service support.

Cue:
Division Order

Product:
List of facts and assumptions for combat service support.

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: Yes	FSO: No	

S4

Task: 2.1

Obtains a maintenance and availability status update on all major items of equipment from subordinate units and supporting maintenance organizations.

Cue:
Division Order

Product:
Equipment status chart.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: Yes	FSO: No	

S4

Task: 2.2

Determines the status of bulk fuel delivery assets.

Cue:
Division Order

Product:
none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: Yes	FSO: No	

Mission Analysis

S4

Task: 3

Identifies restrictions and constraints for combat service support functions.

Cue:
Division order.

Product:
List of restrictions and constraints for combat service support functions.

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: Yes	FSO: No	

S4

Task: 4

Identifies specified combat service support tasks.

Cue:
Division order.

Product:
List of specified combat service support tasks.

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: Yes	FSO: No	

S4

Task: 5

Identifies implied combat service support tasks.

Cue:
Specified combat service support tasks.

Product:
List of implied combat service support tasks.

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: Yes	FSO: No	

S4

Task: 6

Identifies essential combat service support tasks.

Cue:
Specified and implied tasks.

Product:
List of essential combat service support tasks.

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: Yes	FSO: No	

S4

Task: 7

Makes an initial list of equipment and supply requirements to meet mission needs.

Cue:
Task organization.

Product:
none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: No	FSO: No	

Mission Analysis

S4

Task: 7.1

Conducts an initial assessment of logistics requirements for the brigade to determine if organic assists will meet the assigned task, and if the mission requires special equipment or logistical support.

Cue:

Division order and METT-T.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: No	FSO: No	

S4

Task: 7.2

Requests situational assets from S1.

Cue:

Product:

none

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: No	FSO: No	

S4

Task: 7.3

Identifies the requirements for each class of supply.

Cue:

Input from subordinate units and FSB commander on supply requirements.

Product:

List of on-hand equipment and required equipment.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: Yes	FSO: No	

S4

Task: 7.4

Determines the amount of supplies necessary to support brigade operation per day.

Cue:

Division order

Product:

Supply data.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: No	FSO: No	

S4

Task: 8

Coordinates with the FSB commander to establish fuel supply plans.

Cue:

Product:

Fuel supply plan depicted on CSS overlay.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: Yes	FSO: No	

Mission Analysis

S4

Cue:

Task: 9

Coordinates with the S2 during terrain analysis to plan combat service support operations.

Product:

CSS operations depicted on overlay.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: Yes	ADCOORD: No	FSB CDR: Yes	FSO: No	

S4

Cue:

Task: 9.1

Performs trafficability analysis of potential main supply route and supply route locations.

Product:

CSS operations depicted on overlay.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: Yes	ADCOORD: No	FSB CDR: Yes	FSO: No	

S4

Cue:

Task: 9.2

Determines the security implication of potential combat service support routes and locations by assessing OCOKA.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: No	FSO: No	

S4

Cue:

Task: 9.3

Identifies obstacles.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: No	FSO: No	

S4

Cue:

Task: 10

Issues combat service support warning order.

Product:

CSS warning order.

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: Yes	FSO: No	

Mission Analysis

XO

Task: 1

Reads the division order and begins planning individual tasks for the staff.

Cue:

Division order.

Product:

List of planning tasks that must be accomplished for mission analysis.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: Yes
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

XO

Task: 1.1

Reads or directs the reading of the corps and division commanders' mission and intent aloud to staff.

Cue:

Product:

none

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: Yes
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

XO

Task: 2

Develops a brigade staff planning schedule that includes all of the steps of the Deliberate Decision Making Process.

Cue:

Division order.

Product:

Planning schedule timeline.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: Yes
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

XO

Task: 3

Informs the staff of the planning tasks they must accomplish for mission analysis and the amount of time scheduled for each.

Cue:

Planning schedule timeline and list of planning tasks.

Product:

none

S1: Yes	S3: Yes	BDE CDR: No	FSCOORD: Yes	ENGR: Yes	XO: Yes
S2: Yes	S4: Yes	ADCOORD: Yes	FSB CDR: Yes	FSO: Yes	

XO

Task: 3.1

Allocates time for confirmation of facts and assumptions.

Cue:

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: Yes
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Mission Analysis

XO

Cue:

Task: 3.2

Allocates time for mission analysis.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: Yes
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

XO

Cue:

Task: 3.3

Allocates time to fill out briefing charts.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: Yes
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

XO

Cue:

Task: 3.4

Allocates time to rehearse mission analysis briefing.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: Yes
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

XO

Cue:

Division order brief.

Task: 4

Collects questions from staff in regard to the division order and requests information update from division.

Product:

none

S1: Yes	S3: Yes	BDE CDR: No	FSCOORD: Yes	ENGR: Yes	XO: Yes
S2: Yes	S4: Yes	ADCOORD: Yes	FSB CDR: Yes	FSO: Yes	

XO

Cue:

Facts and assumptions identified by staff.

Task: 5

Provides guidance to staff by identifying facts and assumptions that could lead to mission shortcomings.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: Yes
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Mission Analysis

XO

Task: 6

Discusses the enemy situation with the S2.

Cue:

Supervision of mission analysis processes.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: Yes
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

XO

Task: 7

Discusses the mission, and specified and implied tasks with the S3.

Cue:

Supervision of mission analysis processes.

Product:

none

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: Yes
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

XO

Task: 8

Provides initial planning guidance to the FSO.

Cue:

Supervision of mission analysis processes.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: Yes
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

XO

Task: 9

Provides guidance by identifying specified, implied, and essential tasks independently from the staff.

Cue:

Division order.

Product:

List of specified, implied, and essential tasks.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: Yes
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

XO

Task: 10

Contacts brigade commander to get critical information to relay to staff.

Cue:

Mission analysis.

Product:

none

S1: No	S3: No	BDE CDR: Yes	FSCOORD: No	ENGR: No	XO: Yes
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Mission Analysis

XO

Task: 11

Proofreads the mission analysis brief charts developed by brigade staff.

Cue:

Time until mission analysis brief.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

XO

Task: 12

Coordinates with each principle staff officer to ensure that the mission analysis information is clear and concise.

Cue:

Upcoming brief.

Product:

none

S1: Yes	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** Yes	**XO:** Yes
S2: Yes	**S4:** Yes	**ADCOORD:** Yes	**FSB CDR:** Yes	**FSO:** Yes	

XO

Task: 13

Directs the mission analysis briefing to the brigade commander.

Cue:

Scheduled briefing.

Product:

none

S1: Yes	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** Yes	**ENGR:** Yes	**XO:** Yes
S2: Yes	**S4:** Yes	**ADCOORD:** Yes	**FSB CDR:** Yes	**FSO:** Yes	

XO

Task: 14

Approves brigade warning order.

Cue:

Brigade commander's guidance.

Product:

Brigade warning order.

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

COA Development

ADCOORD

Task: 1

Receives information from the S3 about each maneuver course of action.

Cue:

Informal briefing called by S3.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: Yes	FSB CDR: No	FSO: No	

ADCOORD

Task: 2

Analyzes each course of action.

Cue:

Maneuver courses of action.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: Yes	FSB CDR: No	FSO: No	

ADCOORD

Task: 2.1

Coordinates with the S2 to review ground and air threats.

Cue:

Maneuver courses of action.

Product:

Location estimates of air threat attacks.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: Yes	FSB CDR: No	FSO: No	

ADCOORD

Task: 2.2

Determines initial allocation of air defense assets for each course of action.

Cue:

Maneuver courses of action.

Product:

List of air defense unit types for each COA.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: Yes	FSB CDR: No	FSO: No	

ADCOORD

Task: 3

Coordinates with the S4 to develop the concept of combat service support for air defense units: fuel, maintenance, and missile resupply.

Cue:

None

Product:

Concept of support for AD units.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: Yes	FSB CDR: No	FSO: No	

COA Development

ADCOORD

Task: 4

Coordinates with the S2 to refine enemy threat capabilities to include: attack helicopter issues (type, missiles, terrain-driven tactics), special fixed-wing considerations (type of aircraft, ordinance, and tactics).

Cue:
None

Product:
none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: Yes	FSB CDR: No	FSO: No	

ADCOORD

Task: 5

Develops a sketch for each course of action which includes: maneuver control measures, air avenues of approach.

Cue:
Discussion with S2.

Product:
Completed sketch for each COA.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: Yes	FSB CDR: No	FSO: No	

BDE CDR

Task: 1

Conducts map reconnaissance of the area of operations to determine preliminary movement requirements.

Cue:
Course of action development.

Product:
none

S1: No	S3: No	BDE CDR: Yes	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

BDE CDR

Task: 2

Coordinates with the XO, S3, and S4 to identify assembly areas, routes, sectors, unit locations, staging areas, routes from the assembly area to the attack position, order of march, and operations during the hours of darkness.

Cue:
Completed map reconnaissance of the area of operations.

Product:
none

S1: No	S3: Yes	BDE CDR: Yes	FSCOORD: No	ENGR: No	XO: Yes
S2: No	S4: Yes	ADCOORD: No	FSB CDR: No	FSO: No	

BDE CDR

Task: 3

Coordinates with the FSB commander and S4 to identify main supply routes, initial routes, and positioning of trains and release points for combat service support.

Cue:
Completed map reconnaissance of the area of operations.

Product:
none

S1: No	S3: No	BDE CDR: Yes	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: Yes	FSO: No	

COA Development

ENGR

Task: 1

Develops a scheme of engineer operations to support each brigade course of action consisting of engineer tasks, priorities, and task organization.

Cue:

Maneuver courses of action.

Product:

Scheme of engineer operations sketches.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: Yes	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

FSB CDR

Task: 1

Receives briefing on the candidate maneuver courses of action.

Cue:

Informal meeting called by S3.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: Yes	FSO: No	

FSB CDR

Task: 2

Determines initial impact of the courses of action by analyzing the transportation times from the brigade support area and the implications on rear area security.

Cue:

Maneuver courses of action.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: Yes	FSO: No	

FSB CDR

Task: 3

Coordinates with the S4 to apply brigade commander's guidance to combat service report requirements.

Cue:

Brigade commander's guidance.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: Yes	FSO: No	

FSB CDR

Task: 4

Coordinates with the S1 and S4 to develop the portions of the support plan that are common across courses of action.

Cue:

Product:

Draft support plan.

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: Yes	FSO: No	

COA Development

FSB CDR

Task: 4.1

Coordinates with the S4 to determine priorities for equipment repair.

Cue:

Maneuver courses of action.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** Yes	**FSO:** No	

FSB CDR

Task: 4.2

Analyzes task force organization to identify the impact of supply and maintenance requirements.

Cue:

Maneuver courses of action.

Product:

none

S1: Yes	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** Yes	**FSO:** No	

FSB CDR

Task: 5

Coordinates with the S1 and S4 to identify combat service support (CSS) requirements and produces a CSS sketch for each course of action.

Cue:

Maneuver courses of action.

Product:

Sketches depicting each COA containing locations of: logistics release points, ambulance exchange points, supply points, maintenance collection points, brigade support areas, main supply routes, casualty collection points, unit positions, division support area, corps support command.

S1: Yes	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** Yes	**FSO:** No	

FSB CDR

Task: 5.1

Calculates the distances and transportation times, by phase, between the maneuver units and the brigade support area.

Cue:

Maneuver courses of action.

Product:

Chart with distances and transportation times between maneuver units and the brigade support area.

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** Yes	**FSO:** No	

COA Development

FSB CDR

Task: 5.2

Identifies necessary changes to organizational composition of maintenance support team.

Cue:

Maneuver courses of action.

Product:

List of maintenance support team organization.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: Yes	FSO: No	

FSB CDR

Task: 5.3

Coordinates with the S1/S4 to identify ambulance exchange points and remains collection point.

Cue:

Maneuver courses of action.

Product:

none

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: Yes	FSO: No	

FSB CDR

Task: 5.4

Prepare a concept of support for each course of action.

Cue:

Maneuver courses of action.

Product:

Concept of support paragraph for each course of action.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: Yes	FSO: No	

FSB CDR

Task: 6

Continually monitors the status of friendly maneuver courses of action.

Cue:

Product:

none

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: Yes	FSO: No	

FSB CDR

Task: 6.1

Refines each concept of support.

Cue:

Changes to maneuver courses of action.

Product:

Refined concept of support for each course of action.

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: Yes	FSO: No	

COA Development

FSCOORD

Task: 1

Coordinates with the FSO to develop concept of fires to support each of the maneuver COAs.

Cue:

Maneuver COAs.

Product:

Concept of fires sketch or statement for each COA.

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** Yes	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSCOORD

Task: 1.1

Reviews the requirements and capabilities of fire support to accomplish close battle objectives.

Cue:

none

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** Yes	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSCOORD

Task: 1.2

Reviews the requirements and capabilities of fire support to accomplish the deep battle objectives.

Cue:

none

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** Yes	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSCOORD

Task: 1.3

Identifies descriptions and times to engage and locations of deep battle targets.

Cue:

Product:

List of times and locations.

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** Yes	**ENGR:** No	**XO:** No
S2: Yes	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSCOORD

Task: 1.4

Identifies direct support, general support, and close air support capabilities to identify, acquire and engage deep battle targets.

Cue:

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** Yes	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

COA Development

FSO

Task: 1

Assembles all known information extracted from the division order.

Cue:

Time schedule set by XO.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

FSO

Task: 2

Sketches the parameters of the maneuver area from the S3's graphic overlay.

Cue:

Product:

Overlay depicting maneuver area.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

FSO

Task: 3

Attends briefing of the maneuver courses of action by the S3.

Cue:

Time schedule set by XO.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

FSO

Task: 4

Obtains information from the S3 on: forward location of reconnaissance units, location of artillery forces, the depth to plan fire support, and where to provide massing between the field artillery battalions.

Cue:

Maneuver courses of action.

Product:

none

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

FSO

Task: 5

Develops fire support courses of action to support each maneuver course of action.

Cue:

Maneuver courses of action.

Product:

Fire support plan for each maneuver course of action.

S1: No	S3: No	BDE CDR: No	FSCOORD: Yes	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

COA Development

FSO

Task: 5.1

Develops graphic overlay for each fire support course of action.

Cue:

Fire support courses of action.

Product:

Graphic overlay for each fire support course of action.

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSO

Task: 6

Reviews the requirements and capabilities to accomplish the deep battle objectives.

Cue:

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** Yes	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSO

Task: 6.1

Identifies descriptions, times to engage and locations of deep battle targets.

Cue:

Product:

Target list of descriptions, times, and locations of deep battle targets.

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** Yes	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSO

Task: 6.2

Identifies direct support, general support, and close air support capabilities to identify, acquire, and engage deep battle targets.

Cue:

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** Yes	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSO

Task: 7

Refines the concept of fire support.

Cue:

Time schedule set by XO.

Product:

Refined fire support courses of action.

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

COA Development

S1

Task: 1

Attends the briefing of the maneuver courses of action.

Cue:

Informal meeting called by S3.

Product:

none

S1: Yes	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S1

Task: 2

Coordinates with the S4 and FSB commander to identify combat service support requirements for each maneuver course of action.

Cue:

Maneuver courses of action.

Product:

none

S1: Yes	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** Yes	**FSO:** No	

S1

Task: 2.1

Identifies potential locations for personnel service support requirements for each maneuver course of action to include: ambulance exchange points (number and location), field and combat trains, remains collection points, and enemy prisoner of war collection points.

Cue:

Maneuver courses of action.

Product:

Combat service support overlay depicting supply routes, main supply routes, ambulance exchange points, and casualty evacuation for each maneuver course of action.

S1: Yes	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** Yes	**FSO:** No	

S1

Task: 3

Estimates casualties for each maneuver course of action.

Cue:

Maneuver courses of action.

Product:

Casualty estimate for each maneuver course of action.

S1: Yes	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S1

Task: 4

Provides personnel support input to the brigade staff on the feasibility (e.g., resources) and acceptability (e.g., personnel losses) determination.

Cue:

Personnel estimates.

Product:

none

S1: Yes	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

COA Development

S2

Task: 1

Continuously updates staff and subordinate elements on enemy situation, weather or intelligence directly affecting the brigade operation.

Cue:

Updates from the division G2.

Product:

Refinements to the IPB products.

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: Yes	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S2

Task: 2

Continues analysis of force ratios with the S3.

Cue:

Candidate friendly courses of action proposed by the S3.

Product:

none

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: Yes	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S2

Task: 3

Reviews the threat models (situational templates, situation matrix, high value target listing) in collaboration with the S3 during development and refinement of the friendly courses of action.

Cue:

S3 identification of distinct courses of action.

Product:

none

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: Yes	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S2

Task: 4

Refines the reconnaissance and surveillance plan, the tasking plan, and the collection matrix to support the proposed courses of action.

Cue:

S3 identification of friendly courses of action.

Product:

Refined reconnaissance and surveillance plan, tasking, and the collection matrix.

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: Yes	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S2

Task: 4.1

Coordinates with the FSO to deconflict supporting fires with reconnaissance and surveillance (R&S) effort.

Cue:

Draft R&S plan.

Product:

Identification of fire support control measures accommodating the R&S plan.

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: Yes	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

COA Development

S2

Task: 5

Provides intelligence input to the S3 on the suitability, feasibility, acceptability, distinguishability, and completeness of the courses of action.

Cue:

S3 identification of friendly courses of action.

Product:

none

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 6

Provides tailored threat model assessments affecting the close, deep, and rear battle to other staff officers developing supporting COAs for their BOSs.

Cue:

Contacts with FSO, ADCOORD, Brigade Engineer, S4/S1/FSB commander.

Product:

Refined priority intelligence requirements

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: Yes	XO: No
S2: Yes	S4: Yes	ADCOORD: Yes	FSB CDR: Yes	FSO: Yes	

S2

Task: 7

Provides enemy prisoner of war estimates and discusses requirements for identifying, categorizing, and interrogating EPWs with the S4.

Cue:

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: Yes	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 8

Confirms, alters, or refines identification of the named areas of interest and coverage of those areas, based on the specification of distinct friendly courses of action.

Cue:

Identification of distinct friendly COA by the S3.

Product:

Refinement of NAIs and NAI coverage.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Task: 1

Analyzes brigade commander's guidance.

Cue:

Received brigade commander's guidance.

Product:

none

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

COA Development

S3

Task: 1.1

Reviews guidance given by brigade commander.

Cue:

Product:

Written paragraph or sketch of the commander's guidance.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Task: 1.2

Asks brigade commander for clarification of commander's guidance, if necessary.

Cue:

Brigade commander's guidance.

Product:

none

S1: No	S3: Yes	BDE CDR: Yes	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Task: 1.3

Prioritizes specific points of commander's guidance.

Cue:

Analysis of commander's guidance.

Product:

List of specific points of commander's guidance.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Task: 2

Coordinates with the FSO to review the land space management of the maneuver area.

Cue:

Inquiry from the XO.

Product:

Maneuver area parameters.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

S3

Task: 3

Develops a minimum of two courses of action.

Cue:

Complete the analysis of the commander's guidance.

Product:

Two course of action sketches.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

COA Development

S3

Cue:

Task: 3.1

Analyzes the relative force ratios developed during mission analysis and array initial forces.

Product:

none

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: Yes	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S3

Cue:

Task: 3.2

Develops schemes of maneuver

Product:

Scheme of maneuver (at least two).

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: Yes	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S3

Cue:

Task: 3.3

Determines command and control means and minimum required maneuver control measures.

Product:

Overlays or sketches with maneuver control measures.

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S3

Cue:

Completes course of action sketches.

Task: 3.4

Prepares course of action statements.

Product:

Written statements describing the courses of action.

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S3

Cue:

The courses of action.

Task: 4

Gathers the brigade staff officers to brief the initial maneuver courses of action.

Product:

none

S1: Yes	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** Yes	**XO:** Yes
S2: Yes	**S4:** Yes	**ADCOORD:** Yes	**FSB CDR:** Yes	**FSO:** Yes	

COA Development

S3

Task: 5

Provides input in the determination of course of action suitability, feasibility, acceptability, distinguishability, and completeness.

Cue:

Time schedule set by XO.

Product:

none

S1: Yes	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** Yes	**XO:** Yes
S2: Yes	**S4:** Yes	**ADCOORD:** Yes	**FSB CDR:** Yes	**FSO:** Yes	

S3

Task: 6

Determines subordinate unit taskings to observe NAIs and TAIs in the brigade reconnaissance and surveillance plan.

Cue:

Approval of COAs by the XO.

Product:

R&S OPORD, if required.

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: Yes	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

S4

Task: 1

Attends a briefing on the maneuver courses of action.

Cue:

Informal meeting called by the S3.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S4

Task: 2

Coordinates with the S1 and the FSB commander to develop portions of the support plan that are common across courses of action.

Cue:

Maneuver courses of action.

Product:

none

S1: Yes	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** Yes	**FSO:** No	

S4

Task: 2.1

Coordinates with the FSB commander to determine priorities for equipment repair.

Cue:

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** Yes	**FSO:** No	

COA Development

S4

Task: 3

Coordinates with the S1 and the FSB commander to identify combat service support (CSS) requirements and produces a CSS overlay for each course of action.

Cue:

Maneuver courses of action.

Product:

Overlay for each course of action with locations of: ambulance exchange points, supply points, maintenance collection points, brigade support areas, main supply routes, supply routes, unit positions, division support area, corps support command.

S1: Yes	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** Yes	**FSO:** No	

S4

Task: 3.1

Coordinates with the FSB commander to plan precise locations of supplies and services.

Cue:

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** Yes	**FSO:** No	

S4

Task: 3.2

Identifies locations for personnel support requirements for each maneuver course of action to include: ambulance exchange points, field and combat trains, remains collection points, and enemy prisoner of war collection points.

Cue:

Product:

none

S1: Yes	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** Yes	**FSO:** No	

S4

Task: 3.3

Calculates the distances and transportation times, by phase, from the maneuver units to the combat and field trains.

Cue:

Product:

none

S1: No	**S3:** No	**BDE CDR:** Yes	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

COA Development

S4

Task: 3.4

Coordinates with the S1 and FSB commander to develop a concept of support for each course of action.

Cue:

Maneuver courses of action.

Product:

Concept of support paragraph for each COA.

S1: Yes	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** Yes	**FSO:** No	

S4

Task: 3.5

Coordinates with the S1 and FSB commander to determine which maneuver course of action is easiest to support, minimizes risk to combat service support units, and best supports maneuver tactics.

Cue:

Product:

Revised combat service support courses of action.
Completed logistics overlays.

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** Yes	**FSO:** No	

S4

Task: 4

Coordinates with the FSB commander, the S4, and the S3 meet to assess the compatibility of the combat service support courses of action and the schemes of maneuver.

Cue:

Drafts of combat service support courses of action and schemes of maneuver are complete.

Product:

none

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** Yes	**FSO:** No	

S4

Task: 5

Consults with the XO to determine if proposed concepts of support are feasible.

Cue:

Concepts of support.

Product:

Revised concepts of support.

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

XO

Task: 1

Acts as facilitator during the development of the courses of action.

Cue:

Time schedule.

Product:

none

S1: Yes	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** Yes	**ENGR:** Yes	**XO:** Yes
S2: Yes	**S4:** Yes	**ADCOORD:** Yes	**FSB CDR:** Yes	**FSO:** Yes	

COA Development

XO

Task: 2

Ensures that each staff section is fully involved and is considering the application of their respective battlefield operating system to the maneuver courses of action: intelligence, maneuver, fire support, engineer, air defense, combat service support.

Cue:

Course of action development.

Product:

none

S1: Yes	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** Yes	**ENGR:** Yes	**XO:** Yes
S2: Yes	**S4:** Yes	**ADCOORD:** Yes	**FSB CDR:** Yes	**FSO:** Yes	

XO

Task: 3

Makes final determination of whether courses of action are suitable, feasible, distinguishable, acceptable, complete.

Cue:

Courses of action have been developed.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

Wargaming

ADCOORD

Task: 1

Identifies critical air defense events to be included on synchronization matrix.

Cue:

Product:

Air defense events on synchronization matrix.

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** Yes	**FSB CDR:** No	**FSO:** No	

ADCOORD

Task: 2

Participates in the wargaming of each course of action.

Cue:

Time schedule set by XO.

Product:

none

S1: Yes	**S3:** Yes	**BDE CDR:** Yes	**FSCOORD:** No	**ENGR:** Yes	**XO:** Yes
S2: Yes	**S4:** Yes	**ADCOORD:** Yes	**FSB CDR:** Yes	**FSO:** Yes	

ADCOORD

Task: 2.1

Describes the locations and coverage of air defense assets along the axis of advance.

Cue:

Wargaming events.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** Yes	**FSB CDR:** No	**FSO:** No	

ADCOORD

Task: 2.2

Describes air defense coverage of the brigade support area, main supply, and the command points.

Cue:

Wargaming events.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** Yes	**FSB CDR:** No	**FSO:** No	

ADCOORD

Task: 3

Estimates the support requirement of air defense assets by noting the number and distance of moves during wargaming.

Cue:

Wargaming complete.

Product:

Estimates of support requirements for air defense units.

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** Yes	**FSB CDR:** No	**FSO:** No	

Wargaming

ADCOORD

Task: 4

Records air defense actions on the synchronization matrix for each course of action.

Cue:
Wargaming complete

Product:
Air defense actions on SYNCH matrix for each COA.

S1:	No	**S3:**	No	**BDE CDR:** No		**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** Yes		**FSB CDR:**	No	**FSO:**	No		

BDE CDR

Task: 1

Selects the wargaming method and identifies areas of concern and items of emphasis to consider during wargaming.

Cue:
Time schedule set by XO.

Product:
none

S1:	No	**S3:**	No	**BDE CDR:** Yes		**FSCOORD:**	No	**ENGR:**	No	**XO:**	Yes
S2:	No	**S4:**	No	**ADCOORD:** No		**FSB CDR:**	No	**FSO:**	No		

BDE CDR

Task: 2

Participates in the wargaming session.

Cue:
Time schedule set by XO.

Product:
none

S1:	No	**S3:**	No	**BDE CDR:** Yes		**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** No		**FSB CDR:**	No	**FSO:**	No		

BDE CDR

Task: 2.1

Monitors wargaming, provides guidance and instructions, and identifies critical events for the staff.

Cue:
Wargaming.

Product:
none

S1:	No	**S3:**	No	**BDE CDR:** Yes		**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** No		**FSB CDR:**	No	**FSO:**	No		

BDE CDR

Task: 3

Discusses the upcoming mission with the maneuver commanders, the FSCOORD, and the FSB commander.

Cue:
Wargaming completed.

Product:
none

S1:	No	**S3:**	No	**BDE CDR:** Yes		**FSCOORD:**	Yes	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** No		**FSB CDR:**	Yes	**FSO:**	No		

Wargaming

ENGR

Task: 1

Analyzes the scheme of engineer operations for each course of action and confirms: tasks, priorities, and task organization.

Cue:

Schedule set by XO.

Product:

List of engineer strengths and weaknesses for each COA.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: Yes	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

ENGR

Task: 2

Assists the S2 in portraying enemy engineer activities.

Cue:

Wargaming events.

Product:

Updated situation template.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: Yes	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

FSB CDR

Task: 1

Coordinates with the S1 and S4 for a preliminary combat service support wargaming session.

Cue:

Time schedule set by XO.

Product:

Revised combat service support courses of action.

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: Yes	FSO: No	

FSB CDR

Task: 1.1

Describes the defense of the brigade support area.

Cue:

CSS rehearsal events.

Product:

none

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: Yes	FSO: No	

FSB CDR

Task: 1.2

Describes the support of the maneuver units for each critical event.

Cue:

CSS rehearsal events.

Product:

none

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: Yes	FSO: No	

Wargaming

FSB CDR

Task: 2

Develops a course of action (COA) matrix for each maneuver COA.

Cue:

Product:

Course of action matrix with criteria identified: fuel needs and distribution, repair of equipment, transportation of ammunition, casualty evacuation, location and length of supply lines, and support capability.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: Yes	FSO: No	

FSB CDR

Task: 3

Represents forward support battalion combat service support during the wargaming of each course of action.

Cue:

Time schedule set by XO.

Product:

Revised concept of support.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: Yes	FSO: No	

FSB CDR

Task: 3.1

Provides input on distribution of all supplies for each course of action.

Cue:

Wargaming events.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: Yes	FSO: No	

FSB CDR

Task: 3.2

Provides input on repair of equipment for each course of action.

Cue:

Wargaming events.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: Yes	FSO: No	

FSB CDR

Task: 3.3

Provides input on casualty evacuation for each course of action.

Cue:

Wargaming events.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: Yes	FSO: No	

Wargaming

FSB CDR

Task: 3.4

Provides input on location, adequacy, and length of supply lines for each course of action.

Cue:
Wargaming events.

Product:
none

S1:	No	**S3:**	No	**BDE CDR:**	No	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	Yes	**FSO:**	No		

FSCOORD

Task: 1

Participates in the wargaming of each course of action.

Cue:
Scheduled wargaming.

Product:
none

S1:	No	**S3:**	No	**BDE CDR:**	No	**FSCOORD:**	Yes	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	Yes		

FSCOORD

Task: 1.1

Describes the capabilities and limitations of fire support to aid friendly actions and counter projected enemy reactions.

Cue:
Wargaming events.

Product:
none

S1:	No	**S3:**	No	**BDE CDR:**	No	**FSCOORD:**	Yes	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	Yes		

FSCOORD

Task: 1.2

Describes how fire support assets will be employed to aid friendly maneuver actions.

Cue:
Wargaming events.

Product:
none

S1:	No	**S3:**	No	**BDE CDR:**	No	**FSCOORD:**	Yes	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	Yes		

FSCOORD

Task: 1.3

Describes use of close air support.

Cue:
Wargaming events.

Product:
none

S1:	No	**S3:**	No	**BDE CDR:**	No	**FSCOORD:**	Yes	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	Yes		

Wargaming

FSCOORD

Task: 1.4

Describes interruptions in fire support coverage capabilities.

Cue:
Wargaming events.

Product:
none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** Yes	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSO

Task: 1

Prepares for wargaming by gathering the necessary tools: range fan, fire support vehicle symbols, and unit symbols.

Cue:
Scheduled wargaming.

Product:
none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSO

Task: 2

Participates in the wargaming of each course of action.

Cue:
Time schedule set by XO.

Product:
none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** Yes	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSO

Task: 2.1

Informs the brigade staff of the capabilities and limitations to aid friendly actions and counter projected enemy reactions (based on artillery assets).

Cue:
Wargaming events.

Product:
none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** Yes	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSO

Task: 2.2

Informs the brigade staff how fire support assets will be employed to aid friendly maneuver actions.

Cue:
Wargaming events.

Product:
none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** Yes	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

Wargaming

FSO

Task: 2.3

Identifies use of close air support as part of the fire support.

Cue:

Wargaming events.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** Yes	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSO

Task: 2.4

Identifies any interruptions in complete fire support coverage capabilities.

Cue:

Wargaming events.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** Yes	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSO

Task: 3

Refines the fire support course of action sketches based on the outcome of wargaming.

Cue:

Wargaming outcomes.

Product:

Refined sketch for each fire support course of action.

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

S1

Task: 1

Develops a course of action analysis matrix for each maneuver course of action.

Cue:

Time schedule set by XO.

Product:

Course of action analysis matrix with criteria identified: casualty estimates, medical evacuation routes and ambulance exchange points, enemy prisoner of war facilities, and replacement operations.

S1: Yes	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S1

Task: 2

Participates in the wargaming of each course of action.

Cue:

Time schedule set by XO.

Product:

none

S1: Yes	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

Wargaming

S1

Task: 2.1

Identifies personnel service support issues or concerns for each course of action: casualty estimates, medical evacuation routes and ambulance exchange points, enemy prisoner of war facilities, and replacement operations.

Cue:
Wargaming events.

Product:
none

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: Yes	FSO: No	

S2

Task: 1

Prepares and assembles refined working copies of the following materials: MCOO; threat models for each enemy COA; display of NAIs; list and indicators of proposed PIRs; draft intelligence collection plan and assignments.

Cue:
XO's schedule to assemble for wargaming.

Product:
As indicated.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 2

Provides input to wargaming by portraying enemy activities following enemy doctrine and identifying potential strengths to be encountered and weaknesses to be exploited.

Cue:
Action/reaction/counteraction events.

Product:
none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 2.1

Role-plays the enemy's most probable and most dangerous courses of action (minimum).

Cue:
Wargaming events.

Product:
none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 2.2

Assesses enemy losses by event and incorporates cumulative losses into subsequent event capabilities and activities.

Cue:
Wargaming events.

Product:
none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Wargaming

S2

Task: 2.3

Records information that emerges or is confirmed during wargaming concerning: named areas of interest identification and numbering, locations and activation times; anticipated enemy events at NAIs; friendly collectors assigned NAIs missions.

Cue:
Wargaming events.

Product:
Additions and modifications to the draft reconnaissance and surveillance plan.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 3

Provides input in the identification of decision points.

Cue:
Wargaming events.

Product:
Decision points.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 4

Provides input on friendly intelligence collection provisions during wargaming.

Cue:
Wargaming events.

Product:
none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 4.1

Identifies and tracks existing and added named areas of interest.

Cue:
Wargaming events.

Product:
none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 4.2

Identifies and tracks existing and added priority intelligence requirements.

Cue:
Wargaming events.

Product:
none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Wargaming

S2

Task: 4.3

Proposes employment of brigade intelligence assets and forces capable of reconnaissance and counter-reconnaissance.

Cue:
Wargaming events.

Product:
none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 4.4

Identifies risks and proposes countermeasures to losses of brigade reconnaissance assets.

Cue:
Wargaming events.

Product:
none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 5

Identifies and tracks existing and added requirements for identification and engagement of high pay-off targets.

Cue:
Wargaming completed. Targeting team assembles.

Product:
HVT list, targeting matrix, ATK guidance matrix.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: Yes	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

S3

Task: 1

Prepares for wargaming.

Cue:
Time schedule set by XO.

Product:
Overlay for each course of action, course of action statement (tasks, purpose for each subordinate command, brigade main effort), sync matrix, critical task event list, action/reaction/counteraction sheet.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Task: 1.1

Finalizes courses of action (minimum 2).

Cue:
Commander's guidance from course of action brief.

Product:
Revised courses of action.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Wargaming

S3

Task: 1.2

Reviews the force ratios and control procedures for the task forces.

Cue:

Course of action brief.

Product:

Updated force ratios on overlays.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Task: 1.3

Transfers sketch of courses of action to acetate.

Cue:

Time schedule set by XO.

Product:

Course of action overlays.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Task: 1.4

Identifies friendly critical events in coordination with the XO.

Cue:

Product:

List of friendly critical events.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: Yes
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Task: 2

Presents orientation to wargaming staff that includes wargaming model, commander's intent, and control measures.

Cue:

Commencement of wargaming.

Product:

none

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Task: 3

Participates in wargaming for at least two courses of action.

Cue:

Time schedule set by XO.

Product:

Synchronization matrix, decision support template.

S1: Yes	S3: Yes	BDE CDR: Yes	FSCOORD: Yes	ENGR: Yes	XO: Yes
S2: Yes	S4: Yes	ADCOORD: Yes	FSB CDR: Yes	FSO: Yes	

Wargaming

S3

Task: 3.1

Describes the concept of the operation for the course of action to include the elements of the battlefield framework and the critical events.

Cue:
Wargaming.

Product:
none

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S3

Task: 3.2

Provides detail of friendly maneuver by phase or event prior to enemy contact.

Cue:
Wargaming events.

Product:
none

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S3

Task: 3.3

Conducts wargaming using the action/reaction/counteraction process.

Cue:
Wargaming events.

Product:
Overlays, completed action/reaction/counteraction sheet.

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: Yes	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S3

Task: 3.4

Incorporates changes to brigade reconnaissance and surveillance plan based on results of wargaming.

Cue:
Wargaming

Product:
none

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S3

Task: 3.5

Records actions, decisions, and results of wargaming on the synchronization matrix.

Cue:
Wargaming events.

Product:
Completed sync matrix.

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

Wargaming

S3

Task: 4

Assesses wargaming results and refines, modifies or drops course of action.

Cue:
Wargaming.

Product:
Refines, modified COAs.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Task: 5

Updates each course of action overlay and statement.

Cue:
Wargaming results, list of problems, concerns.

Product:
Revised COA overlays and statements.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S4

Task: 1

Coordinates with the S1 and FSB commander for a preliminary combat service support wargaming session.

Cue:
Time available before schedule wargaming.

Product:
Revised combat service support courses of action.

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: Yes	FSO: No	

S4

Task: 2

Provides combat service support input to wargaming for each course of action.

Cue:
Time schedule set by XO.

Product:
none

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: Yes	FSO: No	

S4

Task: 2.1

Wargames the positioning and synchronization of refuel requirements.

Cue:
Wargaming events.

Product:
none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: Yes	FSO: No	

Wargaming

S4

Task: 2.2

Wargames the positioning and synchronization the combat and field trains.

Cue:

Wargaming events

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: No	FSO: No	

XO

Task: 1

Prepares for wargaming.

Cue:

Time until wargaming.

Product:

none

S1: Yes	S3: Yes	BDE CDR: No	FSCOORD: Yes	ENGR: Yes	XO: Yes
S2: Yes	S4: Yes	ADCOORD: Yes	FSB CDR: Yes	FSO: Yes	

XO

Task: 1.1

States the task purpose and reiterates the commander's guidance.

Cue:

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: Yes
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

XO

Task: 1.2

Selects the wargaming method.

Cue:

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: Yes
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

XO

Task: 1.3

Sets time limit based on the "1/3-2/3" rule.

Cue:

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: Yes
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Wargaming

XO

Cue:

Task: 1.4

Appoints a recorder to record wargaming events.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

XO

Cue:

Wargaming schedule.

Task: 2

Directs the S2 to read items from the enemy critical events list to begin the wargaming process.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: Yes	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

XO

Cue:

Wargaming events.

Task: 3

Leads the wargaming effort so that all staff officers address their respective battlefield operating system.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

COA Comparison

ADCOORD

Task: 1

Reviews the wargaming results to prepare for the decision brief.

Cue:

Time schedule set by XO.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:** No		**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** Yes		**FSB CDR:**	No	**FSO:**	No		

ADCOORD

Task: 1.1

Identifies criteria for course of action comparison.

Cue:

Synchronization matrix, brigade commander's guidance.

Product:

List of criteria.

S1:	No	**S3:**	No	**BDE CDR:** No		**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** Yes		**FSB CDR:**	No	**FSO:**	No		

ADCOORD

Task: 1.2

Identifies strengths and weaknesses with air defense coverage for each course of action.

Cue:

Synchronization matrix, brigade commander's guidance.

Product:

List of strengths and weaknesses for each COA.

S1:	No	**S3:**	No	**BDE CDR:** No		**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** Yes		**FSB CDR:**	No	**FSO:**	No		

ADCOORD

Task: 2

Recommends a course of action based on air defense supportability.

Cue:

Decision brief.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:** No		**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** Yes		**FSB CDR:**	No	**FSO:**	No		

ADCOORD

Task: 3

Disseminates the brigade commander's course of action decision to the ADA battalion S3.

Cue:

Commander's decision on a course of action.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:** No		**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** Yes		**FSB CDR:**	No	**FSO:**	No		

COA Comparison

BDE CDR

Task: 1

Establishes the criteria for the decision brief.

Cue:

Time available.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:** Yes		**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** No		**FSB CDR:**	No	**FSO:**	No		

BDE CDR

Task: 2

Attends the decision brief.

Cue:

Time schedule set by XO.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:** Yes		**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** No		**FSB CDR:**	No	**FSO:**	No		

BDE CDR

Task: 2.1

Analyzes the task force organization and status.

Cue:

Decision brief.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:** Yes		**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** No		**FSB CDR:**	No	**FSO:**	No		

BDE CDR

Task: 2.2

Analyzes the division and brigade mission statements.

Cue:

Decision brief.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:** Yes		**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** No		**FSB CDR:**	No	**FSO:**	No		

BDE CDR

Task: 2.3

Analyzes the latest intelligence information and estimate from the S2.

Cue:

Decision brief.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:** Yes		**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** No		**FSB CDR:**	No	**FSO:**	No		

COA Comparison

BDE CDR

Task: 2.4

Analyzes the course of action in relation to the current intelligence.

Cue:
Decision brief.

Product:
none

S1:	No	**S3:**	No	**BDE CDR:** Yes	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** No	**FSB CDR:**	No	**FSO:**	No		

BDE CDR

Task: 2.5

Analyzes each battle operating system contribution.

Cue:
Decision brief.

Product:
none

S1:	No	**S3:**	No	**BDE CDR:** Yes	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** No	**FSB CDR:**	No	**FSO:**	No		

BDE CDR

Task: 2.6

Analyzes the risk factors and personnel estimates for the course of action.

Cue:
Decision brief.

Product:
none

S1:	No	**S3:**	No	**BDE CDR:** Yes	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** No	**FSB CDR:**	No	**FSO:**	No		

BDE CDR

Task: 2.7

Analyzes and approves the facts and assumptions.

Cue:
Decision brief.

Product:
none

S1:	No	**S3:**	No	**BDE CDR:** Yes	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** No	**FSB CDR:**	No	**FSO:**	No		

BDE CDR

Task: 2.8

Ensures that the brigade course of action considerations support the division commander's intent and the corps intent.

Cue:
Decision brief.

Product:
none

S1:	No	**S3:**	No	**BDE CDR:** Yes	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** No	**FSB CDR:**	No	**FSO:**	No		

COA Comparison

BDE CDR

Task: 2.9

Analyzes and questions conclusions.

Cue:

Decision brief.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:**	Yes	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	No		

BDE CDR

Task: 3

Approves, modifies, or directs a course of action based on considerations of: higher intent and mission, force status, latest intelligence, facts and assumptions, BOS supportability, and risk factors.

Cue:

Decision brief.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:**	Yes	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	No		

BDE CDR

Task: 4

Reviews and approves the warning order.

Cue:

Draft warning order from S3.

Product:

Warning order.

S1:	No	**S3:**	No	**BDE CDR:**	Yes	**FSCOORD:**	No	**ENGR:**	No	**XO:**	Yes
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	No		

ENGR

Task: 1

Determines engineer criteria for course of action comparison.

Cue:

Time schedule set by XO.

Product:

List of engineer criteria for comparison.

S1:	No	**S3:**	No	**BDE CDR:**	No	**FSCOORD:**	No	**ENGR:**	Yes	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	No		

ENGR

Task: 2

Rates the criteria and makes a decision as to the supportability of each course of action.

Cue:

Product:

none

S1:	No	**S3:**	No	**BDE CDR:**	No	**FSCOORD:**	No	**ENGR:**	Yes	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	No		

COA Comparison

ENGR

Task: 3

Determines the supportability of each course of action and identifies the COA which the engineers can best support.

Cue:
Decision brief.

Product:
none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** Yes	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

FSB CDR

Task: 1

Uses the completed course of action matrix for making course of action comparisons.

Cue:
Wargaming.

Product:
none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** Yes	**FSO:** No	

FSB CDR

Task: 2

Provides forward support battalion combat service support endorsement, or identifies CSS deficiencies for each course of action.

Cue:
Decision brief.

Product:
none

S1: Yes	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** Yes	**FSO:** No	

FSCOORD

Task: 1

Identifies criteria by which to compare the courses of action based on fire support capabilities.

Cue:
Wargaming complete.

Product:
List of criteria.

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** Yes	**ENGR:** No	**XO:** Yes
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSCOORD

Task: 2

Assigns values to fire support criteria for each course of action.

Cue:

Product:
none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** Yes	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

COA Comparison

FSCOORD

Task: 3

Makes course of action recommendation based on FA supportability.

Cue:
Decision brief.

Product:
none

S1: No	S3: No	BDE CDR: No	FSCOORD: Yes	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

FSO

Task: 1

Provides input in the development of criteria for evaluating each course of action.

Cue:
Time schedule set by XO.

Product:
List of criteria.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

FSO

Task: 2

Develops a list of fire support pros and cons for each course of action by reviewing available artillery assets, artillery capabilities, and outcomes from the wargaming session.

Cue:

Product:
List of fire support pros and cons for each course of action.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

FSO

Task: 3

Assigns values to the fire support criteria for each course of action.

Cue:
COA comparison.

Product:
Course of action rankings.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

FSO

Task: 4

Participates in the decision brief.

Cue:
Time schedule set by XO.

Product:
none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

COA Comparison

FSO

Task: 4.1

Briefs field artillery support of the maneuver courses of action.

Cue:
Decision brief.

Product:
none

S1: No	S3: No	BDE CDR: Yes	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

FSO

Task: 4.2

Briefs the courses of action for execution of the deep battle.

Cue:
Decision brief.

Product:
none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

S1

Task: 1

Uses the completed course of action analysis matrix for making course of action comparisons.

Cue:
Completed risk matrix.

Product:
none

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S1

Task: 1.1

Provides personnel support input during the comparison of the courses of action.

Cue:
Time schedule set by XO.

Product:
none

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 1

Develops criteria for COA comparison based on reconnaissance and surveillance parameters and enemy measures.

Cue:
Completion of wargaming; schedule for COA comparison prepared by XO.

Product:
A list of proposed criteria.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

COA Comparison

S2

Task: 2

Identifies strengths and weaknesses of each proposed course of action by analyzing the results of wargaming, and the list of criteria.

Cue:

List of criteria, COA modifications from wargaming.

Product:

A list of strengths and weaknesses for each COA.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 3

Presents a course of action recommendation backed up by supporting explanations and rationale.

Cue:

Course of action brief.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Task: 1

Conducts individual analysis of each course of action using criteria established by XO and wargaming results.

Cue:

Criteria established by XO.

Product:

COA criteria rating.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Task: 2

Chooses course of action to recommend to brigade commander.

Cue:

Outcome of wargaming and comparison of criteria.

Product:

none

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Task: 3

Conducts the decision brief.

Cue:

Time schedule set by XO.

Product:

Brigade warning order.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

COA Comparison

S3

Task: 3.1

Briefs the brigade commander on the following: review of corps intent, review of division intent, brigade mission, status of friendly forces, and describes of each course of action.

Cue:
Time schedule set by XO.

Product:
none

S1: Yes	S3: Yes	BDE CDR: Yes	FSCOORD: Yes	ENGR: Yes	XO: Yes
S2: Yes	S4: Yes	ADCOORD: Yes	FSB CDR: Yes	FSO: Yes	

S3

Task: 3.2

Gives evaluation of each course of action and recommendation.

Cue:
Decision brief

Product:
none

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Task: 4

Conducts decision brief.

Cue:
Time schedule set by XO

Product:
none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S4

Task: 1

Identifies supportability criteria for each course of action.

Cue:
Time schedule set by XO.

Product:
List of criteria: length of the operation, materiel requirements, road networks, types of roads, distance to travel.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: No	FSO: No	

S4

Task: 1.1

Rates the criteria for each course of action.

Cue:

Product:
Course of action recommendation.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: No	FSO: No	

COA Comparison

S4

Task: 2

Prepares a synopsis of each course of action identifying combat service support problems and strong points and presents the recommendation during the decision brief.

Cue:

Briefing schedule.

Product:

none

S1: Yes	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** Yes	**FSO:** No	

S4

Task: 3

Develops a combat service support synchronization matrix.

Cue:

Commander chooses a course of action.

Product:

Synchronization matrix shell.

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

XO

Task: 1

Develops criteria for the course of action comparison matrix based on: characteristics of operations, brigade commander's guidance, battlefield framework, battlefield operating system, risk.

Cue:

Decision preparation.

Product:

Initial course of action comparison matrix

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

XO

Task: 2

Reviews the course of action products that were refined during wargaming: division and brigade operations graphics, fire support overlays, sync matrices for each COA.

Cue:

Product:

none

S1: Yes	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** Yes	**ENGR:** Yes	**XO:** Yes
S2: Yes	**S4:** Yes	**ADCOORD:** Yes	**FSB CDR:** Yes	**FSO:** Yes	

COA Comparison

XO

Task: 3

Reviews the staff input towards a recommended course of action and identifies any dissenting or modifying recommendations.

Cue:

Course of action comparison.

Product:

none

S1: Yes	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** Yes	**ENGR:** Yes	**XO:** Yes
S2: Yes	**S4:** Yes	**ADCOORD:** Yes	**FSB CDR:** Yes	**FSO:** Yes	

XO

Task: 3.1

Approves the recommendation of a course of action based on: mission requirements, higher intent, brigade commander's guidance, and acceptable risk.

Cue:

Outcome of course of action comparison matrix.

Product:

Course of action recommendation

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

XO

Task: 3.2

Notes advantages and disadvantages of the selected course of action.

Cue:

Course of action.

Product:

List of advantages and disadvantages

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

XO

Task: 4

Cues the staff on the points to cover based on what the brigade commander needs to know in the decision brief.

Cue:

Product:

none

S1: Yes	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** Yes	**ENGR:** Yes	**XO:** Yes
S2: Yes	**S4:** Yes	**ADCOORD:** Yes	**FSB CDR:** Yes	**FSO:** Yes	

COA Comparison

XO

Task: 5

Opens the decision brief with a statement of goal and purpose.

Cue:

Time schedule.

Product:

none

S1: Yes	**S3:** Yes	**BDE CDR:** Yes	**FSCOORD:** Yes	**ENGR:** Yes	**XO:** Yes
S2: Yes	**S4:** Yes	**ADCOORD:** Yes	**FSB CDR:** Yes	**FSO:** Yes	

XO

Task: 6

Cues the S3 to lead the brief to the brigade commander.

Cue:

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

Orders Prep

ADCOORD

Cue:

Task: 1

Provides input to the S3 on air defense issues for paragraph 1.c., "Situation: Attachments and Detachments," of the brigade operations order.

Product:

Draft paragraph 1.c., "Situation: Attachments and Detachments"

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** Yes	**FSB CDR:** No	**FSO:** No	

ADCOORD

Cue:

Task: 1.1

Coordinates early deployment of Stinger teams with the S3.

Product:

none

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** Yes	**FSB CDR:** No	**FSO:** No	

ADCOORD

Cue:

Task: 2

Writes paragraph 3.a.3., "Counter-air Operations," of the brigade operations order.

Product:

Draft paragraph 3.a.3., "Counter-air Operations"

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** Yes	**FSB CDR:** No	**FSO:** No	

ADCOORD

Cue:

Task: 2.1

Submits draft paragraph 3.a.3., "Counter-air Operations," to the S3 for review and approval.

Product:

Final paragraph 3.a.3., "Counter-air Operations"

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** Yes	**FSB CDR:** No	**FSO:** No	

ADCOORD

Cue:

Task: 3

Prepares Annex G of the brigade operations order.

Product:

Draft Annex G.

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** Yes	**FSB CDR:** No	**FSO:** No	

Orders Prep

ADCOORD

Cue:

Task: 3.1

Writes concept of the operation for air defense.

Product:

Air defense operation outline.

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** Yes	**FSB CDR:** No	**FSO:** No	

ADCOORD

Cue:

Task: 3.2

Writes the enemy and friendly situation portion, based on division OPORD.

Product:

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** Yes	**FSB CDR:** No	**FSO:** No	

ADCOORD

Cue:

Task: 3.3

Determines the tasks for subordinate units.

Product:

Tasks to subordinate units.

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** Yes	**FSB CDR:** No	**FSO:** No	

ADCOORD

Cue:

Task: 3.4

Writes coordinating instructions which include: rules of engagement (weapons control status and hostile criteria).

Product:

Weapons control status.

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** Yes	**FSB CDR:** No	**FSO:** No	

ADCOORD

Cue:

Task: 3.5

Submits draft Annex G to the XO/S3 for review and approval.

Product:

Final Annex G.

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: No	**S4:** No	**ADCOORD:** Yes	**FSB CDR:** No	**FSO:** No	

Orders Prep

BDE CDR

Task: 1

Coordinates with the XO and S3 to review the mission statement, commander's intent, concept of the operation, task force tasks, and the synchronization matrix in the brigade operations order.

Cue:

Time schedule set by XO.

Product:

none

S1: No	S3: Yes	BDE CDR: Yes	FSCOORD: No	ENGR: No	XO: Yes
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

BDE CDR

Task: 2

Coordinates with the FSCOORD and the FSO to review the fire support plan in the brigade operation order.

Cue:

Receives draft brigade operations order.

Product:

none

S1: No	S3: No	BDE CDR: Yes	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

BDE CDR

Task: 2.1

Coordinates with the FSO and the S3 to ensure that fires are synchronized with, and support maneuver.

Cue:

Product:

none

S1: No	S3: Yes	BDE CDR: Yes	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

BDE CDR

Task: 2.2

Approves the fire support plan.

Cue:

Product:

Final fire support plan input to S3 for inclusion in order.

S1: No	S3: No	BDE CDR: Yes	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

BDE CDR

Task: 3

Reviews and approves the brigade concept for support.

Cue:

Product:

Final paragraph 4 and CSS Annex.

S1: No	S3: No	BDE CDR: Yes	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Orders Prep

BDE CDR

Task: 4

Discusses revisions to the brigade operations order with the XO and S3; and other battle operating systems, if necessary.

Cue:

Draft brigade operations order.

Product:

See subtask below.

S1: No	S3: Yes	BDE CDR: Yes	FSCOORD: No	ENGR: No	XO: Yes
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

BDE CDR

Task: 4.1

Approves the final brigade operations order.

Cue:

Product:

Final brigade operations order.

S1: No	S3: No	BDE CDR: Yes	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

ENGR

Task: 1

Provides engineer input to the S3 for the basic operations order.

Cue:

Time schedule set by XO.

Product:

none

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: Yes	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

ENGR

Task: 1.1

Provides input to the S3 for paragraph 3.a.6., "Engineer," of the brigade operations order.

Cue:

Product:

Draft paragraph 3.a.6., "Engineer"

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: Yes	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

ENGR

Task: 1.2

Provides input to the S3 for paragraph 3.c., "Execution: Tasks to Combat Support Units," of the brigade operations order.

Cue:

Product:

Draft paragraph 3.c., "Execution: Tasks to Combat Support Units"

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: Yes	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Orders Prep

ENGR

Task: 1.3

Provides input to the S3 for paragraph 3.d., "Execution: Coordinating Instructions" of the brigade operations order.

Cue:

Product:

Draft paragraph 3.d., "Execution: Coordinating Instructions"

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** Yes	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

ENGR

Task: 2

Prepares and writes Annex D.

Cue:

Time schedule set by XO.

Product:

Draft Annex D and appendix.

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** Yes	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

ENGR

Task: 2.1

Specifies engineer support priorities by phase.

Cue:

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** Yes	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

ENGR

Task: 2.2

Specifies task organization.

Cue:

Product:

Engineer task organization.

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** Yes	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

ENGR

Task: 2.3

Specifies obstacles.

Cue:

Product:

Obstacle overlay.

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** Yes	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

Orders Prep

ENGR

Task: 2.4

Specifies engineer-related service support issues.

Cue:

Product:

Paragraph 4, Annex D.

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** Yes	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

ENGR

Task: 2.5

Specifies engineer-related command and control issues.

Cue:

Product:

Paragraph 5, Annex D.

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** Yes	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

ENGR

Task: 3

Submits engineer sections of brigade operations order to the XO/S3 for review and approval.

Cue:

Time schedule set by XO.

Product:

none

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** Yes	**XO:** Yes
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

ENGR

Task: 4

Revises products and resubmits to XO/S3 for publication.

Cue:

Product:

Final paragraphs 3.a.6, 3.c., 3.d., and Annex D.

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** Yes	**XO:** Yes
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

FSB CDR

Task: 1

Coordinates with the S1 and S4 to plan precise locations of supplies and services.

Cue:

Maneuver courses of action.

Product:

none

S1: Yes	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** Yes	**FSO:** No	

Orders Prep

FSB CDR

Task: 2

Reviews Annex Q, "Service Support."

Cue:

Receives draft of Annex Q from S4.

Product:

none

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: Yes	FSO: No	

FSCOORD

Task: 1

Coordinates with the brigade staff to obtain information to incorporate into fire support plan.

Cue:

Orders preparation schedule.

Product:

Fire support plan.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: Yes	ENGR: No	XO: Yes
S2: Yes	S4: Yes	ADCOORD: No	FSB CDR: No	FSO: Yes	

FSCOORD

Task: 1.1

Obtains location of enemy targets from the S2.

Cue:

none

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: Yes	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

FSCOORD

Task: 1.2

Coordinates the concept of maneuver and fires with the S3.

Cue:

none

Product:

none

S1: No	S3: Yes	BDE CDR: No	FSCOORD: Yes	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

FSCOORD

Task: 1.3

Coordinates the transportation of ammunition and other supplies with the S4.

Cue:

none

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: Yes	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: No	FSO: No	

Orders Prep

FSCOORD

Cue:

Task: 1.4

Coordinates with the FSO and incorporates compiled information into a fire support scheme of maneuver and concept of the operation.

Product:

Fire support plan.

S1:	No	**S3:**	No	**BDE CDR:**	No	**FSCOORD:**	Yes	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	Yes		

FSCOORD

Cue:

Task: 2

Gives guidance to the FSO on fire support tasks that support the course of action.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:**	No	**FSCOORD:**	Yes	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	Yes		

FSCOORD

Cue:

Task: 2.1

Provides input to the FSO on control measures: coordinated firing line, fire support coordination area, free-fire area, boundaries.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:**	No	**FSCOORD:**	Yes	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	Yes		

FSCOORD

Cue:

Task: 2.2

Provides input to the FSO on the priority of fires for the mission.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:**	No	**FSCOORD:**	Yes	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	Yes		

FSCOORD

Cue:

Task: 2.3

Provides input to the FSO on the allocation of priority targets to the maneuver units.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:**	No	**FSCOORD:**	Yes	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	Yes		

Orders Prep

FSCOORD

Cue:

Task: 2.4

Provides input to the FSO on attachment of fire support resources to maneuver units.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** Yes	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSCOORD

Cue:

Task: 3

Reviews fire support portions of the brigade OPORD and Annex F.

Product:

Fire support portions of brigade OPORD and Annex.

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** Yes	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

FSO

Cue:

FSCOORD presents concept of fires.

Task: 1

Coordinates with, and incorporates the guidance of the FSCOORD into the fire support tasks that support the course of action.

Product:

List of fire support tasks.

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** Yes	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSO

Cue:

Wargaming results.

Task: 1.1

Determines what control measures are needed to support the chosen course of action, including: coordinated firing line, fire support coordination area, free-fire area, boundaries, and critical friendly zones.

Product:

Graphic overlay.

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** Yes	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSO

Cue:

Concept of fires.

Task: 2

Coordinates with targeting team (FSO, S2, S3) to plan fires.

Product:

none

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: Yes	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

Orders Prep

FSO

Task: 2.1

Determines the priority of fires for each phase of the operation.

Cue:
Wargaming results.

Product:
none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSO

Task: 2.2

Determines allocation of high priority and high value targets to the maneuver units.

Cue:
Wargaming results

Product:
none

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: Yes	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSO

Task: 2.3

Develops the attack guidance for the brigade.

Cue:
Targeting team.

Product:
List of attack guidance.

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: Yes	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSO

Task: 2.4

Coordinates control of combat observation lasing teams.

Cue:
Targeting team.

Product:
none

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: Yes	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSO

Task: 3

Coordinates fire support resources that are attached to the brigade units.

Cue:

Product:
none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

Orders Prep

FSO

Cue:

Task: 3.1

Coordinates with the S3 to determine task organization of fire support units.

Product:

Fire support task organization.

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSO

Cue:

Task: 3.2

Coordinates with task force FSO's to plan location, hours of operation, and protection.

Product:

none

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** Yes	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** Yes	**FSO:** Yes	

FSO

Cue:

Task: 4

Plans the allocation and distribution of close air support to subordinate units.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** Yes	**FSB CDR:** No	**FSO:** Yes	

FSO

Cue:

Task: 4.1

Submits requests for close air support to division G3.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** Yes	**FSB CDR:** No	**FSO:** Yes	

FSO

Cue:

Task: 5

Provides fire artillery input to the S3 for the basic operations order.

Product:

none

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

Orders Prep

FSO

Task: 6.1

Develops the fire support execution matrix.

Cue:

Fire support plan.

Product:

Fire support execution matrix.

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSO

Task: 6.2

Submits draft Annex F and appendix to FSCOORD and S3 for review and approval.

Cue:

Time schedule set by XO.

Product:

none

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** Yes	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSO

Task: 6.3

Revises products and resubmits to S3 for publication.

Cue:

Product:

Final annex F and appendix.

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

S1

Task: 1

Coordinates with the S4 to identify personnel support priorities for incorporation into the service support overlay and paragraph of the brigade operations order.

Cue:

Time schedule set by XO.

Product:

none

S1: Yes	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S1

Task: 1.1

Plots the locations of brigade clearing station, combat support hospital, mobile army surgical hospital, and corps medical assets on overlay.

Cue:

Information from brigade surgeon.

Product:

Service support overlay with relevant locations plotted.

S1: Yes	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

Orders Prep

S1

Task: 1.2

Coordinates weapon system replacement operations with the S4.

Cue:

Product:

none

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: No	FSO: No	

S1

Task: 2

Contacts the military police platoon leader to determine status of the enemy prisoner of war operations and collection plan.

Cue:

Division order.

Product:

none

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S1

Task: 3

Writes portions of Paragraph 4, "Service Support," of the brigade operations order to include: personnel replacement priorities, casualty evacuation priorities, ambulance exchange points.

Cue:

Product:

Drafts portions of Paragraph 4, "Service Support," of the brigade operations order.

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S1

Task: 4

Writes mortuary affairs portion of "Services" paragraph for Annex Q of the brigade operations order.

Cue:

Product:

Draft mortuary affairs portion of "Services" paragraph, Annex Q.

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S1

Task: 5

Writes "Medical Evacuation and Hospitalization," paragraph for Annex Q of the brigade operations order.

Cue:

Product:

Draft "Medical Evacuation and Hospitalization," paragraph for Annex Q.

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Orders Prep

S1

Task: 6

Writes "Personnel" paragraph for Annex Q of the brigade operations order.

Cue:

Product:

Draft "Personnel" paragraph for Annex Q.

S1: Yes	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S1

Task: 7

Submits drafts to S3/XO for review.

Cue:

Product:

none

S1: Yes	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S2

Task: 1

Provides intelligence input to the S3 for paragraph 1.a, "Situation: Enemy Forces," of the brigade operations order.

Cue:

Orders production schedule.

Product:

Draft paragraph 1.a, "Situation: Enemy Forces."

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: Yes	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S2

Task: 2

Finalizes the reconnaissance and surveillance planning and situation template.

Cue:

Selection of a chosen course of action.

Product:

Reconnaissance and surveillance tasking order; situation template.

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: Yes	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S2

Task: 3

Exchanges information with the targeting team and finalizes input into the brigade high pay-off target list and the attack guidance matrix.

Cue:

Selection of a chosen course of action; meeting of the targeting team.

Product:

See subtasks below.

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: Yes	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

Orders Prep

S2

Cue:

Task: 3.1

Identifies high payoff targets enemy courses of action and proposed friendly courses of action.

Product:

Input to high payoff target list.

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: Yes	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S2

Cue:

Task: 3.2

Inputs the intelligence indicators and assets to identifying and acquiring high payoff targets.

Product:

Input to attack guidance matrix.

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: Yes	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S2

Cue:

Orders production schedule.

Task: 4

Finalizes Annex B of the brigade operations order.

Product:

Draft Annex B.

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: Yes	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S2

Cue:

Orders production schedule.

Task: 5

Submits final draft of Annex B to the S3/XO for review and approval.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: Yes	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S2

Cue:

S3/XO review.

Task: 5.1

Revises Annex B.

Product:

Final Annex B.

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: Yes	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

Orders Prep

S2

Task: 6

Updates and revises the brigade intelligence summary.

Cue:

INTSUM schedule; intelligence additions and changes.

Product:

Revised and addendumed intelligence summary.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Task: 1

Writes selected sections of the brigade operations order.

Cue:

Time schedule set by XO.

Product:

Draft of brigade operations order.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Task: 1.1

Writes paragraph 1.b., "Situation: Friendly Forces," of the brigade operations order.

Cue:

Product:

Draft paragraph 1.b.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Task: 1.2

Writes paragraph 2, "Mission," of the brigade operations order.

Cue:

Product:

Draft paragraph 2.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Task: 1.3

Writes paragraph 3.a., "Execution: Concept of Operation," of the brigade operations order.

Cue:

Product:

Draft paragraph 3.a.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Orders Prep

S3

Cue:

Task: 1.4

Writes paragraph 3.a.1., "Maneuver," of the brigade operation order.

Product:

Draft paragraph 3.a.1.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Cue:

Task: 1.5

Writes paragraph 3.b., "Execution: Tasks to Subordinate Units," of the brigade operations order.

Product:

Draft paragraph 3.b.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Cue:

Task: 1.6

Writes paragraph 5., "Command and Signal," of the brigade operations order.

Product:

Draft paragraph 5.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Cue:

Meeting of target cell.

Task: 2

Exchanges information with the targeting team to finalize brigade high payoff target list and attack guidance matrix.

Product:

none

S1: No	S3: Yes	BDE CDR: Yes	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

S3

Cue:

Task: 3

Coordinates individually with brigade staff officers for information to incorporate in the brigade operations order.

Product:

Draft brigade operations order.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Orders Prep

S3

Cue:

Task: 3.1

Incorporates input from the S2 into paragraph 1.a., "Situation: Enemy Forces," of the brigade operations order.

Product:

Draft paragraph 1.a.

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: Yes	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S3

Cue:

Task: 3.2

Incorporates input from the S1 and the S4 into paragraph 4., "Service Support," of the brigade operations order.

Product:

Draft paragraph 4.

S1: Yes	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S3

Cue:

Time schedule set by XO.

Task: 3.2

Provides revised brigade operations order to XO for approval and publication.

Product:

Final brigade operations order.

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S3

Cue:

Task: 3.3

Incorporates input from the FSO, ADCOORD, and brigade ENGR into paragraph 1.c., "Situation: Attachments and Detachments," of the brigade operations order.

Product:

Draft paragraph 1.c.

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** Yes	**XO:** No
S2: No	**S4:** No	**ADCOORD:** Yes	**FSB CDR:** No	**FSO:** Yes	

S3

Cue:

Task: 3.4

Incorporates input from the brigade commander into paragraph 3., "Execution: Intent," of the brigade operations order.

Product:

Draft paragraph 3.

S1: No	**S3:** Yes	**BDE CDR:** Yes	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

Orders Prep

S3

Cue:

Task: 3.5

Incorporates input from the FSO into paragraph 3.a.2., "Fires," of the brigade operations order.

Product:

Draft paragraph 3.a.2.

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

S3

Cue:

Task: 3.6

Incorporates input from the ADCOORD into paragraph 3.a.3., "Counter-air operations," of the brigade operations order.

Product:

Draft paragraph 3.a.3.

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** Yes	**FSB CDR:** No	**FSO:** No	

S3

Cue:

Task: 3.7

Incorporates input from the S2 into paragraph 3.a.4., "Intelligence," of the brigade operations order.

Product:

Draft paragraph 3.a.4.

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: Yes	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S3

Cue:

Task: 3.8

Incorporates input from the ENGR into paragraph 3.a.6., "Engineer," of the brigade operations order.

Product:

Draft paragraph 3.a.6.

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** Yes	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S3

Cue:

Task: 3.9

Incorporates input from the FSO, ADCOORD, and ENGR into paragraph 3.c., "Execution: Tasks to Combat Support Units."

Product:

Draft paragraph 3.c.

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** Yes	**XO:** No
S2: No	**S4:** No	**ADCOORD:** Yes	**FSB CDR:** No	**FSO:** Yes	

Orders Prep

S3

Cue:

Task: 3.91

Coordinates with the S2 for PIR inclusion in paragraph 3.d., "Execution: Coordinating Instructions," of the brigade operations order.

Product:

Draft paragraph 3.d.

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: Yes	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S3

Cue:

Task: 3.92

Resubmits sections of the brigade operations order to the appropriate staff officer for revisions.

Product:

none

S1: Yes	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** Yes	**XO:** No
S2: Yes	**S4:** Yes	**ADCOORD:** Yes	**FSB CDR:** No	**FSO:** Yes	

S3

Cue:

Completion draft paragraph 3.

Task: 4

Finalizes the decision support matrix (DSM).

Product:

Decision Support Matrix (DSM).

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S3

Cue:

Task: 4.1

Coordinates within staff to finalize decision support template from chosen course of action.

Product:

none

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** Yes	**XO:** Yes
S2: Yes	**S4:** No	**ADCOORD:** Yes	**FSB CDR:** No	**FSO:** No	

S3

Cue:

Task: 4.2

Provides draft DSM to XO for approval.

Product:

none

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

Orders Prep

S4

Cue:
Commander's course of action decision.

Task: 1

Identifies information gaps and meets with the S3, FSB commander, and S1 to obtain data to include on the operations order.

Product:
none

S1: Yes	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** Yes	**FSO:** No	

S4

Cue:

Task: 1.1

Obtains information from the S3 and FSO regarding: terrain management, priority of support, road movement, refueling security, class V pre-position.

Product:
none

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

S4

Cue:

Task: 1.2

Obtains information from the S1 regarding: unit strength reporting, personnel management, enemy prisoners of war, discipline law and order, civil military cooperations.

Product:
none

S1: Yes	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S4

Cue:

Task: 1.3

Obtains information from the FSB commander regarding: all classes of supplies, services and maintenance, unit field trains location, priority of support and maintenance.

Product:
none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** Yes	**FSO:** No	

S4

Cue:

Task: 1.4

Coordinates with the S1, G1, and G4 to provide input to the weapon system replacement operations plan.

Product:
none

S1: Yes	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

Orders Prep

S4

Cue:

Task: 2

Prepares and writes "Service Support" paragraph of brigade OPORD and Annex Q.

Product:

Craft "Service Support" paragraph of brigade OPORD and Annex Q.

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S4

Cue:

Task: 2.1

Coordinates with S1 and FSB commander to prepare a detailed combat service support logistics overlay.

Product:

Combat service support logistics overlay

S1: Yes	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** Yes	**FSO:** No	

S4

Cue:

Task: 3

Submits draft Annex Q to FSB commander for review.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** Yes	**FSO:** No	

S4

Cue:

Task: 3.1

Coordinates with the S3 to ensure congruence of service support paragraph and Annex Q with the mission plans.

Product:

none

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S4

Cue:

Task: 3.2

Revises service support paragraph and Annex Q and resubmits to XO/S3 for publication, if necessary.

Product:

Final service support paragraph and Annex Q.

S1: Yes	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

Orders Prep

XO

Task: 1

Provides format, guidance, and timeline for brigade operations order to staff members.

Cue:

Time schedule

Product:

Timeline

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

XO

Task: 1.1

Directs the S3 to write base (5 paragraph) operations order with input from appropriate staff officers.

Cue:

Time schedule.

Product:

none

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

XO

Task: 1.2

Assigns responsibilities for production of operations order annexes: Annex A - S3, Annex B - S2, Annex D - ENGR, Annex F - FSO, Annex G - ADCOORD, Annex Q - S1/S4.

Cue:

Time schedule.

Product:

none

S1: Yes	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** Yes	**XO:** Yes
S2: Yes	**S4:** Yes	**ADCOORD:** Yes	**FSB CDR:** No	**FSO:** Yes	

XO

Task: 2

Reviews all brigade order materials and annexes.

Cue:

Product:

none

S1: No	**S3:** No	**BDE CDR:** Yes	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

XO

Task: 3

Submits the draft operations order to the brigade commander for review and approval.

Cue:

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

Orders Prep

XO

Cue:

Task: 4

Reviews draft brigade operations order with brigade commander and S3.

Product:

none

S1: No	**S3:** Yes	**BDE CDR:** Yes	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

XO

Cue:

Brigade commander's approval.

Task: 5

Approves brigade operations order for reproduction and dissemination.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

Rehearsal

ADCOORD

Task: 1

Participates in rehearsal by describing air defense actions.

Cue:
Key rehearsal events.

Product:
none

S1:	No	**S3:**	No	**BDE CDR:** No		**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** Yes		**FSB CDR:**	No	**FSO:**	No		

ADCOORD

Task: 1.1

Describes the link-up between direct support air defense units and TFs.

Cue:
Rehearsal events.

Product:
none

S1:	No	**S3:**	No	**BDE CDR:** No		**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** Yes		**FSB CDR:**	No	**FSO:**	No		

ADCOORD

Task: 1.2

Describes positioning of general support Stinger teams.

Cue:
Rehearsal events.

Product:
none

S1:	No	**S3:**	No	**BDE CDR:** No		**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** Yes		**FSB CDR:**	No	**FSO:**	No		

ADCOORD

Task: 1.3

Describes high to medium altitude air defense coverage for brigade area of operations.

Cue:
Rehearsal events.

Product:
none

S1:	No	**S3:**	No	**BDE CDR:** No		**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** Yes		**FSB CDR:**	No	**FSO:**	No		

ADCOORD

Task: 1.4

Describes air defense coverage from the assembly area to the attack position.

Cue:
Rehearsal events.

Product:
none

S1:	No	**S3:**	No	**BDE CDR:** No		**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** Yes		**FSB CDR:**	No	**FSO:**	No		

Rehearsal

ADCOORD

Task: 1.5

Describes air defense actions in response to attack.

Cue:
Enemy action.

Product:
none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** Yes	**FSB CDR:** No	**FSO:** No	

ADCOORD

Task: 1.6

Provides ADA input to rehearsal of close air support missions.

Cue:
Rehearsal events

Product:
none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** Yes	**FSB CDR:** No	**FSO:** Yes	

ADCOORD

Task: 2

Participates in a critique of the rehearsal, identifying any changes or new requirements discussed during the rehearsal.

Cue:
Rehearsal complete.

Product:
none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** Yes	**FSB CDR:** No	**FSO:** No	

ADCOORD

Task: 2.1

Issues a FRAGO, or implementing instructions to the OPORD and Annex G based on events in the rehearsal.

Cue:
Rehearsal critique.

Product:
ADA FRAGO

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** Yes	**FSB CDR:** No	**FSO:** No	

BDE CDR

Task: 1

Conducts the rehearsal by directing and controlling the rehearsal events.

Cue:
Rehearsal schedule.

Product:
none

S1: Yes	**S3:** Yes	**BDE CDR:** Yes	**FSCOORD:** Yes	**ENGR:** Yes	**XO:** Yes
S2: Yes	**S4:** Yes	**ADCOORD:** Yes	**FSB CDR:** Yes	**FSO:** Yes	

Rehearsal

BDE CDR

Task: 1.1

Directs maneuver personnel (including task force commanders) to describe engagement areas, control measures, reporting of control measures, movement rates, axis of advance, and limits of advance.

Cue:
Rehearsal events.

Product:
none

S1: Yes	**S3:** Yes	**BDE CDR:** Yes	**FSCOORD:** Yes	**ENGR:** Yes	**XO:** Yes
S2: Yes	**S4:** Yes	**ADCOORD:** Yes	**FSB CDR:** Yes	**FSO:** Yes	

BDE CDR

Task: 1.2

Directs the maneuver personnel to describe action-counteraction-reactions throughout rehearsal of movement to contact.

Cue:
Rehearsal events.

Product:
none

S1: No	**S3:** No	**BDE CDR:** Yes	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

BDE CDR

Task: 1.3

Directs combat support personnel to describe displacement of artillery, air defense coverage, and close-air support.

Cue:
Rehearsal events.

Product:
none

S1: No	**S3:** No	**BDE CDR:** Yes	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

BDE CDR

Task: 1.4

Directs combat service support personnel to describe logistical replacement, subsequent moves to sustain maneuver, and land management.

Cue:
Rehearsal events.

Product:
none

S1: No	**S3:** No	**BDE CDR:** Yes	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

BDE CDR

Task: 2

Verifies the synchronization matrix.

Cue:
Rehearsal events.

Product:
Final synchronization matrix.

S1: No	**S3:** Yes	**BDE CDR:** Yes	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

Rehearsal

BDE CDR

Task: 2.1

Identifies problem areas or gaps in the synchronization requirements.

Cue:
Rehearsal events.

Product:
none

S1:	No	**S3:**	No	**BDE CDR:** Yes		**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** No		**FSB CDR:**	No	**FSO:**	No		

BDE CDR

Task: 2.2

Identifies problem areas or discontinuity in the decision support template.

Cue:
Rehearsal events.

Product:
Final decision support template.

S1:	No	**S3:**	No	**BDE CDR:** Yes		**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** No		**FSB CDR:**	No	**FSO:**	No		

ENGR

Task: 1

Describes and/or demonstrates engineer battalion tasks during the phase or event being rehearsed.

Cue:
Rehearsal events.

Product:
none

S1:	No	**S3:**	No	**BDE CDR:** No		**FSCOORD:**	No	**ENGR:**	Yes	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** No		**FSB CDR:**	No	**FSO:**	No		

ENGR

Task: 2

Identifies problem areas in the plan from an engineer perspective and recommends refinements to the brigade order.

Cue:
Rehearsal.

Product:
none

S1:	No	**S3:**	No	**BDE CDR:** No		**FSCOORD:**	No	**ENGR:**	Yes	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** No		**FSB CDR:**	No	**FSO:**	No		

ENGR

Task: 3

Records engineer actions during rehearsal.

Cue:
Rehearsal.

Product:
List of engineer actions.

S1:	No	**S3:**	No	**BDE CDR:** No		**FSCOORD:**	No	**ENGR:**	Yes	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** No		**FSB CDR:**	No	**FSO:**	No		

Rehearsal

ENGR

Task: 4

Participates in a critique of the rehearsal, identifying any changes or new requirements discussed during rehearsal.

Cue:
Rehearsal completed.

Product:
none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: Yes	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

ENGR

Task: 5

Issues FRAGO or implementing instructions to the OPORD and Annex D based on events in rehearsal.

Cue:
Changes to engineer plan.

Product:
FRAGO

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: Yes	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

FSB CDR

Task: 1

Describes forward support battalion combat service support actions in response to critical events during rehearsal.

Cue:
Rehearsal events.

Product:
none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: Yes	FSO: No	

FSB CDR

Task: 1.1

Describes positioning of ambulance exchange points and logistics release points.

Cue:
Rehearsal events.

Product:
none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: Yes	FSO: No	

FSB CDR

Task: 1.2

Describes movement and positioning of a forward logistics element.

Cue:
Rehearsal events.

Product:
none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: Yes	FSO: No	

Rehearsal

FSB CDR

Task: 1.3

Describes fuel distribution.

Cue:

Rehearsal events.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:** No		**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** No		**FSB CDR:**	Yes	**FSO:**	No		

FSB CDR

Task: 2

Coordinates with the S4 to make adjustments on logistics: maintenance, medical support, supplies.

Cue:

Maneuver rehearsal.

Product:

Combat service support overlay depicting the plan.

S1:	No	**S3:**	No	**BDE CDR:** No		**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	Yes	**ADCOORD:** No		**FSB CDR:**	Yes	**FSO:**	No		

FSCOORD

Task: 1

Prepares for rehearsal by reviewing the decision support template and FA scheme of maneuver.

Cue:

Schedule for rehearsal.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:** No		**FSCOORD:**	Yes	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** No		**FSB CDR:**	No	**FSO:**	No		

FSCOORD

Task: 1.1

Coordinates with the FSO to review priority of fires and targeting.

Cue:

Rehearsal schedule.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:** No		**FSCOORD:**	Yes	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** No		**FSB CDR:**	No	**FSO:**	Yes		

FSCOORD

Task: 2

Monitors the rehearsal and records necessary adjustments to the fire support concept.

Cue:

Rehearsal events.

Product:

Record of rehearsal events, adjustments.

S1:	No	**S3:**	No	**BDE CDR:** No		**FSCOORD:**	Yes	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** No		**FSB CDR:**	No	**FSO:**	No		

Rehearsal

FSCOORD

Task: 2.1

Monitors the FA activities, as executed by the FSO, to ensure FA tasks are synchronized with the maneuver tasks.

Cue:
FSO input to rehearsal.

Product:
none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** Yes	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

FSCOORD

Task: 2.2

Identifies fire support reaction to unplanned events.

Cue:
Rehearsal events.

Product:
Adjustments to fire support plan.

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** Yes	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSCOORD

Task: 3

Discusses adjustments to the fire support plan with the FSO.

Cue:
Rehearsal.

Product:
Revised fire support plan.

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** Yes	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSO

Task: 1

Prepares for rehearsal.

Cue:
Time schedule set by XO.

Product:
none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSO

Task: 1.1

Coordinates with FSCOORD to discuss fire support actions to be rehearsed.

Cue:

Product:
none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** Yes	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

Rehearsal

FSO

Cue:

Task: 1.2

Positions fire control target markers, artillery unit markers, and fire control measures on the terrain map (or model).

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSO

Cue:

Task: 1.3

Sketches fire support unit maneuvers.

Product:

Fire support maneuver diagram.

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSO

Cue:

Task: 1.4

Reviews Annex F and Appendix 1 (Fire Support Execution Matrix) of the brigade operations order.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSO

Cue:

Rehearsal events.

Task: 2

Describes fire support actions in response to key events.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSO

Cue:

Rehearsal outcome.

Task: 3

Records adjustments that need to be made to fire support plan.

Product:

List of adjustments to fire support plan.

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

Rehearsal

S1

Task: 1

Participates in the rehearsal by describing potential locations of: ambulance exchange points (number and location), field and combat trains, remains collection points, and enemy prisoner of war collection points.

Cue:
Time schedule set by XO.

Product:
none

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 1

Assembles the following for rehearsal: current known enemy dispositions and activities; situational template, situational matrix, HVT list for most probable and most dangerous enemy COAs; MCOO; Annex B, brigade OPORD (draft or final); R&S plan and taskings; NAI identifications and descriptions.

Cue:
Time schedule for the rehearsal.

Product:
none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 2

Prepares time-distance calculations for enemy movements based on events identified by the rehearsal leaders or in the rehearsal script.

Cue:
Commander's guidance on the type rehearsal and rehearsal script.

Product:
Time-distance list for enemy events.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 3

Provides an overall orientation to the terrain, obstacles, key features, weather and light effects in the area of interest and the area of operations.

Cue:
Leader's event schedule for rehearsal.

Product:
none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 4

Provides the initial input to the rehearsal by setting the enemy situation, forecast, and initial enemy move.

Cue:
Leader's event schedule for rehearsal.

Product:
none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Rehearsal

S2

Task: 5

Depicts enemy actions during the rehearsal using the action/reaction/counteraction method.

Cue:

Leader's event schedule for the rehearsal.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 6

Monitors, overwatches, and inputs to the rehearsal of the reconnaissance and surveillance plan, implementation of NAIs, and incorporation of priority intelligence requirements.

Cue:

Leader's event schedule for the rehearsal.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 7

Identifies and elicits intelligence reporting requirements, format, content, originator, recipient, and nets.

Cue:

Leader's event schedule for the rehearsal.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 8

Records any changes to the support or conduct of the reconnaissance and surveillance planning and tasking.

Cue:

Leader's event schedule for the rehearsal.

Product:

Rehearsal notes.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 9

Participates in the critique of the rehearsal, identifying any modifying or reinforcing intelligence requirements.

Cue:

Leader's schedule for critique of the rehearsal.

Product:

Update or FRAGO for any required information or modification to any disseminated communications.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Rehearsal

S3

Task: 1

Prepares for rehearsal.

Cue:

Rehearsal schedule.

Product:

Maps, vehicle representations (stickies), overlays.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Task: 1.1

Determines start time for preparation by conducting backward time planning.

Cue:

Product:

Rehearsal time.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Task: 1.2

Informs brigade staff of rehearsal time.

Cue:

Product:

none

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Task: 1.3

Posts map board with operational overlays.

Cue:

Product:

none

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Task: 1.4

Posts synchronization matrix.

Cue:

Product:

none

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Rehearsal

S3

Cue:

Task: 1.5

Prepares training aids for terrain model rehearsal.

Product:

Training aids.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Cue:

Rehearsal starts.

Task: 2

Orients participants to the terrain (cardinal direction, prominent areas) and control measures (distance from line of departure, relation to terrain).

Product:

none

S1: Yes	S3: Yes	BDE CDR: Yes	FSCOORD: Yes	ENGR: Yes	XO: Yes
S2: Yes	S4: Yes	ADCOORD: Yes	FSB CDR: Yes	FSO: Yes	

S3

Cue:

Rehearsal schedule.

Task: 3

Reads brigade statement aloud to focus the participants to the critical tasks.

Product:

none

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Cue:

Rehearsal events.

Task: 4

Provides input on key events of the operation during rehearsal.

Product:

none

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Cue:

Rehearsal events.

Task: 5

Maintains synchronization matrix.

Product:

Completed sync matrix.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Rehearsal

S3

Task: 6

Addresses problems that are identified during rehearsal.

Cue:

Rehearsal critique.

Product:

none

S1: Yes	**S3:** Yes	**BDE CDR:** Yes	**FSCOORD:** Yes	**ENGR:** Yes	**XO:** Yes
S2: Yes	**S4:** Yes	**ADCOORD:** Yes	**FSB CDR:** Yes	**FSO:** Yes	

S3

Task: 7

Writes draft of FRAGO.

Cue:

Input from the brigade staff, commander.

Product:

Draft of FRAGO.

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S3

Task: 8

Submits the fragmentary order to the XO and brigade commander for approval.

Cue:

Draft is completed.

Product:

Revised FRAGO.

S1: No	**S3:** Yes	**BDE CDR:** Yes	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S4

Task: 1

Describes combat service support actions in response to key events during rehearsal.

Cue:

Rehearsal events.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** Yes	**FSO:** No	

S4

Task: 1.1

Identifies combat service support flaws or disconnected activities.

Cue:

Rehearsal events.

Product:

none

S1: Yes	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** Yes	**FSO:** No	

Rehearsal

S4

Task: 1.2

Identifies key combat service support activities.

Cue:

Rehearsal events.

Product:

none

S1: Yes	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** Yes	**FSO:** No	

S4

Task: 1.3

Identifies combat service support branches or sequels.

Cue:

Rehearsal events.

Product:

none

S1: Yes	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** Yes	**FSO:** No	

S4

Task: 2

Tracks and records any combat service support discoveries during rehearsal.

Cue:

Rehearsal events.

Product:

Record of CSS events.

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S4

Task: 3

Coordinates with the XO to verify and finalize the combat service support synchronization matrix.

Cue:

Rehearsal events.

Product:

CSS synchronization matrix.

S1: Yes	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** Yes	**FSO:** No	

S4

Task: 4

Coordinates with the S1 and FSB commander to make adjustments on logistics: maintenance, medical support, supplies.

Cue:

Product:

Revised combat service support overlay

S1: Yes	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** Yes	**FSO:** No	

Rehearsal

XO

Cue:

Task: 1

Prepares for the rehearsal by reviewing the synchronization matrix, the decision support template, the operations graphics, and the intelligence graphics.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: Yes
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

XO

Cue:

Task: 2

Oversees the preparation and set up of the rehearsal following the dictates of the commander.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: Yes
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

XO

Cue:

Time schedule.

Task: 3

Conducts roll call of staff members and task force representatives.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: Yes
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

XO

Cue:

Task: 4

Presents administrative information and rehearsal agenda.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: Yes
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

XO

Cue:

Task: 5

Directs the S3 to identify critical events.

Product:

none

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: Yes
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Rehearsal

XO

Task: 6

Tracks the staff input and records any staff changes or new requirements.

Cue:

Rehearsal events.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

XO

Task: 7

Directs the staff to contribute input to each critical event.

Cue:

The critical events have been identified.

Product:

none

S1: Yes	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** Yes	**ENGR:** Yes	**XO:** Yes
S2: Yes	**S4:** Yes	**ADCOORD:** Yes	**FSB CDR:** Yes	**FSO:** Yes	

XO

Task: 8

Leads a critique of the rehearsal, identifying any changes or new requirements discovered during the rehearsal.

Cue:

Need to know that staff understands the mission objections.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

XO

Task: 9

Issues FRAGO, or implementing instructions to the OPORD and annexes based on events in the rehearsal.

Cue:

Rehearsal critique

Product:

FRAGO

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

Execution

ADCOORD

Task: 1

Updates brigade high to medium altitude air defense coverage by coordinating with division ADCOORD.

Cue:

Time to execution.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:** No		**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** Yes		**FSB CDR:**	No	**FSO:**	No		

ADCOORD

Task: 1.1

Continually compares the high to medium altitude air defense coverage area with the position of the maneuver forces.

Cue:

Product:

Updated air defense overlay.

S1:	No	**S3:**	No	**BDE CDR:** No		**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** Yes		**FSB CDR:**	No	**FSO:**	No		

ADCOORD

Task: 1.2

Informs XO and/or S3 of changes in high to medium air defense coverage.

Cue:

Change in HIMAD status.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:** No		**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** Yes		**FSB CDR:**	No	**FSO:**	No		

ADCOORD

Task: 2

Plots and maintains airspace control measures and effective times within the brigade area of operation: restricted operation areas, standard-use Army aircraft flight routes, weapons-free zones, planned FA FS fires, air assault operations, major aviation operations.

Cue:

Airspace control order from division.

Product:

Updated air defense overlay.

S1:	No	**S3:**	No	**BDE CDR:** No		**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** Yes		**FSB CDR:**	No	**FSO:**	No		

ADCOORD

Task: 2.1

Disseminates airspace control order changes and effective times to air defense platoon leaders.

Cue:

Received changes to airspace control order from higher.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:** No		**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** Yes		**FSB CDR:**	No	**FSO:**	No		

Execution

ADCOORD

Task: 3

Continually monitors the early warning net.

Cue:

Movement to contact.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:** No	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** Yes	**FSB CDR:**	No	**FSO:**	No		

ADCOORD

Task: 4

Informs the air defense units of current weapons control status.

Cue:

Change in weapons control status.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:** No	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** Yes	**FSB CDR:**	No	**FSO:**	No		

ADCOORD

Task: 5

Continually tracks status of air defense assets.

Cue:

Product:

Updated status chart.

S1:	No	**S3:**	No	**BDE CDR:** No	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** Yes	**FSB CDR:**	No	**FSO:**	No		

ADCOORD

Task: 6

Warns brigade staff and command of imminent enemy air attacks.

Cue:

Announcement over early warning net that threat aircraft have been detected in area of operations.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:** No	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** Yes	**FSB CDR:**	No	**FSO:**	No		

ADCOORD

Task: 7

Reports fire unit losses to S3 and higher headquarters.

Cue:

Reports from air defense units of fire unit losses.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:** No	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** Yes	**FSB CDR:**	No	**FSO:**	No		

Execution

ADCOORD

Task: 7.1

Coordinates with the S3 to adjust air defense coverage by reallocating fire units.

Cue:

Loss of fire unit mission capability.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: Yes	FSB CDR: No	FSO: No	

ADCOORD

Task: 8

Logs engagement reports and decrement missile counts that includes: type of aircraft engaged, location, type of damage inflicted, unit engaging, type and number of weapons expended, time.

Cue:

Received engagement reports from air defense platoon leaders.

Product:

Summary engagement report and missile counts.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: Yes	FSB CDR: No	FSO: No	

ADCOORD

Task: 8.1

Updates the S2 and air defense battalion S2 (at division) on type of aircraft engaged, type of damage inflicted, and routes used by enemy air.

Cue:

Analyzed engagement reports from air defense platoons.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: Yes	FSB CDR: No	FSO: No	

BDE CDR

Task: 1

Makes maneuver decisions during key points in the battle.

Cue:

Intelligence from S2, reports from subordinate units.

Product:

Verbal guidance.

S1: No	S3: Yes	BDE CDR: Yes	FSCOORD: No	ENGR: No	XO: Yes
S2: No	S4: Yes	ADCOORD: No	FSB CDR: No	FSO: No	

BDE CDR

Task: 1.1

Decides how and when to commit the main effort task force.

Cue:

Execution events.

Product:

Verbal guidance.

S1: No	S3: No	BDE CDR: Yes	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Execution

BDE CDR

Task: 1.2

Decides the mission and orientation of the supporting effort task force to reinforce and sustain the main effort task force.

Cue:

Execution events.

Product:

Verbal guidance.

S1: No	S3: No	BDE CDR: Yes	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

BDE CDR

Task: 2

Issues orders to subordinate units to counter enemy actions.

Cue:

Intelligence information from S2, information from S3, XO.

Product:

Verbal guidance.

S1: No	S3: Yes	BDE CDR: Yes	FSCOORD: No	ENGR: No	XO: Yes
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

ENGR

Task: 1

Monitors close operations and posts key activities and locations to engineer journal and situation map.

Cue:

Spot reports.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: Yes	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

ENGR

Task: 2

Provides additional engineer support to the close fight from the engineer battalion resources, as directed by the command group.

Cue:

Engineer support requested

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: Yes	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

ENGR

Task: 3

Monitors engineer tasks being done in support of the rear and posts the status to the engineer journal and situation map.

Cue:

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: Yes	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Execution

ENGR

Task: 4

Assists the brigade staff in the main command post with the execution of countermobility support to planned brigade deep operations.

Cue:

Request for engineer sustainment.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: Yes	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

ENGR

Task: 5

Identifies unplanned SCATMINE options and coordinates with the FSO and S2 to determine viability.

Cue:

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: Yes	XO: Yes
S2: Yes	S4: Yes	ADCOORD: No	FSB CDR: Yes	FSO: Yes	

FSB CDR

Task: 1

Continually tracks the tactical situation.

Cue:

Reports over command net, operations & intelligence net.

Product:

Updated tactical map.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: Yes	FSO: No	

FSB CDR

Task: 2

Monitors air medical evacuation requests.

Cue:

Requests from task forces.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: Yes	FSO: No	

FSB CDR

Task: 2.1

Relays air medical evacuation requests to division.

Cue:

Task force requests.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: Yes	FSO: No	

Execution

FSB CDR

Task: 2.2

Modifies evacuation mission in response to requests.

Cue:

Task force requests.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: Yes	FSO: No	

FSB CDR

Task: 3

Executes the refuel plan.

Cue:

Refuel plans.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: Yes	FSO: No	

FSB CDR

Task: 4

Continually assesses necessary level of support for brigade.

Cue:

Product:

Identifies support level: Refuel/rearm - low level involvement, Reorganization - moderate level involvement, Reconstitution - high level involvement

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: Yes	FSO: No	

FSCOORD

Task: 1

Continually tracks maneuver and fire support assets to ensure maneuver elements can be supported by fires.

Cue:

Reports on command net; FS net; FSO updates.

Product:

Updated map overlay.

S1: No	S3: No	BDE CDR: No	FSCOORD: Yes	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

FSCOORD

Task: 1.1

Updates brigade commander on artillery movements.

Cue:

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: Yes	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Execution

FSCOORD

Task: 2

Tracks battle damage assessment.

Cue:

BDA reports, FSO updates.

Product:

none

S1: Yes	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** Yes	**ENGR:** No	**XO:** No
S2: Yes	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSCOORD

Task: 3

Coordinates with the FSO to discuss fire support reaction to enemy artillery.

Cue:

Reports of enemy artillery fire.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** Yes	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSCOORD

Task: 4

Continually tracks fire support coordination measures during movement and contact.

Cue:

Movement to contact.

Product:

Updated map overlay.

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** Yes	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

FSO

Task: 1

Tracks the status of fire support elements.

Cue:

Movement to contact execution begins.

Product:

Updated map and charts.

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSO

Task: 1.1

Tracks the location of direct and general support artillery units.

Cue:

Movement to contact.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

Execution

FSO

Task: 1.2

Tracks targets being engaged by friendly artillery.

Cue:

Movement to contact.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

FSO

Task: 1.3

Tracks status and location of combat observation lasing teams, radars, and task force FSOs.

Cue:

Movement to contact

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

FSO

Task: 2

Logs battle damage assessment.

Cue:

Reports of battle damage assessment.

Product:

Log of battle damage assessment.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

FSO

Task: 2.1

Updates the S2 on battle damage assessment.

Cue:

Reports of battle damage assessment.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

FSO

Task: 2.2

Updates the FSCOORD on battle damage assessment.

Cue:

Reports of battle damage assessment.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

Execution

FSO

Cue:

Task: 3

Updates FSCOORD on status and location of field artillery units and combat observation lasing teams.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSO

Cue:

Reports of enemy artillery fire.

Task: 4

Requests plot locations of reported enemy artillery fires from radar unit.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSO

Cue:

Reports from radar unit.

Task: 4.1

Notifies the S2 of radar plots of enemy artillery locations.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: Yes	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSO

Cue:

Enemy artillery fire.

Task: 4.2

Coordinates with the FSCOORD to discuss fire support reaction to enemy artillery.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** Yes	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSO

Cue:

Movement to contact.

Task: 5

Shift and track fire support coordination measures during the movement and contact.

Product:

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

Execution

FSO

Task: 5.1

Report changes in fire support coordination measures to division artillery.

Cue:

Change in fire support coordination measures.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

FSO

Task: 5.2

Report changes in fire support coordination measures to the division fire support element.

Cue:

Change in fire support coordination measures.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

FSO

Task: 6

Coordinates planning and implementation of suppression of enemy air defense.

Cue:

Reports of enemy air defense.

Product:

none

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

FSO

Task: 6.1

Discusses enemy air defense capabilities with the S2.

Cue:

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

FSO

Task: 6.2

Plans timing of suppression of enemy air defense implementation with the S3.

Cue:

Product:

none

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

Execution

FSO

Task: 6.3

Coordinates with the task force FSO in SEAD zone to plan mortar targets.

Cue:

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

FSO

Task: 7

Requests slant reports from artillery units.

Cue:

Losses due to enemy or maintenance failures.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

FSO

Task: 8

Updates the S3 on status of artillery units.

Cue:

Status reports from artillery units.

Product:

none

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

FSO

Task: 9

Disseminates fragmentary order to artillery units.

Cue:

Fragmentary order from division.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

S1

Task: 1

Continually tracks the tactical situation to focus attention on the forces in contact.

Cue:

Reports over the command net, operations and intelligence net.

Product:

Updated tactical situation on ALOC map.

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: Yes	FSO: No	

Execution

S1

Task: 1.1

Monitors the administrative and logistics net for casualty reports from task force S1s.

Cue:

Brigade leaves assembly area.

Product:

none

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: No	FSO: No	

S1

Task: 2

Continually tracks number of killed in action, wounded in action, and missing in action.

Cue:

Personnel status reports.

Product:

none

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S1

Task: 2.1

Updates charts depicting personnel totals: killed in action, wounded in action, and missing in action.

Cue:

Reports of killed in action, wounded in action, missing in action or slant report status.

Product:

Updated personnel status chart.

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S1

Task: 3

Informs the brigade command and operations group when task force combat strength or total brigade combat power falls below benchmark.

Cue:

Personnel status below 65% or benchmark established by commander.

Product:

none

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S1

Task: 4

Updates personnel status to division G1 routinely (at 2200 hours) or when total brigade strength falls below benchmark.

Cue:

Personnel status below 65% or benchmark established by commander.

Product:

none

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Execution

S1

Task: 5

Monitors medical evacuations and number of brigade casualties at each echelon of medical support through division.

Cue:

Updates from brigade surgeon and battalion S1's.

Product:

none

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S1

Task: 5.1

Updates medical evacuation status on ALOC map overlay.

Cue:

Product:

Updated ALOC map overlay.

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: No	FSO: No	

S1

Task: 5.2

Monitors mass casualty plans requirement.

Cue:

Mass casualties.

Product:

none

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S1

Task: 6

Continually tracks enemy prisoner of war (numbers and locations, back through the brigade support area).

Cue:

Enemy prisoner of war reports.

Product:

Updated enemy prisoner of war status chart.

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S1

Task: 7

Monitors mass casualty plans requirement.

Cue:

Mass casualties.

Product:

none

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Execution

S2

Task: 1

Provides a pre-battle intelligence assessment to all staff and commanders based on G2 updates and pre-LD reconnaissance activities.

Cue:

LD minus ___.

Product:

Verbal intelligence assessment.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 2

Monitors the reconnaissance and surveillance tasking and execution.

Cue:

R&S plan and tasking; time.

Product:

Log entries and overlay postings.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 2.1

Contacts subordinate units to determine locations, conditions, reports, and contacts with reconnaissance and surveillance assets. Assesses level of success in getting eyes-on the brigade directed named areas of interest.

Cue:

R&S plan and tasking; reporting units.

Product:

Log entries and overlay postings.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 2.2

Tracks reconnaissance and surveillance asset locations and monitors supporting fires to ensure that execution, delays, or variations in the plan do not result in fratricide.

Cue:

R&S plan; reports from units; fire support missions.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 3

Analyzes reports and plots relevant information on the map overlay.

Cue:

Reports on O&I and command net; reports from S3, Engineer, FSO, ADCOORD; reports from division; reports from Rear CP.

Product:

Updated and time-referenced map overlay.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Execution

S2

Task: 4

Disseminates screened, evaluated, and summarized intelligence messages to division and adjacent brigades.

Cue:
Reports from brigade assets.

Product:
Log of submitted messages.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 5

Adjusts situational templates based on interpretations and expectations as modified by actual events.

Cue:
Contact reports.

Product:
Updated situational templates.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 5.1

Passes targetable enemy information to the FSO and brigade operations section.

Cue:
Intelligence reports.

Product:
Message forms.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 6

Prepares intelligence summations, interpretations, conclusions, and recommendations derived from monitoring events and presents to the brigade commander, brigade staff, and subordinate unit S2s.

Cue:
Key intelligence events.

Product:
Brigade INTSUM.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 7

Tracks, records, and keeps a cumulative total on enemy losses by unit or sector and advises commanders and staff of updated enemy strengths.

Cue:
Contact reports.

Product:
Enemy strength and composition tallies. Adjusted Sit Temp and INTSUM.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Execution

S3

Cue:

Task: 1

Coordinates with the S2 on the implementation of the R&S plan and the confirmation of the NAIs.

Product:

none

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: Yes	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S3

Cue:

Movement to contact.

Task: 2

Monitors and evaluates status of subordinate units.

Product:

none

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S3

Cue:

Task: 2.1

Confirms activities and locations of maneuver elements based on missions and projections.

Product:

none

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S3

Cue:

Task: 2.2

Controls speed of movement, direction of movement, positioning and synchronization of movement of maneuver forces based on reports, movement rates, and through use of phase lines and other control measures.

Product:

none

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S3

Cue:

Task: 2.3

Monitors and posts friendly losses and assesses combat effectiveness.

Product:

none

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

Execution

S3 **Cue:**

Task: 2.4

Tracks, evaluates, and confirms events and reports in support of the synchronization matrix and decision support templates.

Product:
none

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S3 **Cue:**

Task: 2.5

Requests information updates and estimates of situation from subordinate units.

Product:
none

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S3 **Cue:**

Task: 3

Coordinates with the FSO/FSCOORD for targeting fire parameters and for the movement of artillery assets.

Product:
none

S1: No	**S3:** Yes	**BDE CDR:** Yes	**FSCOORD:** Yes	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

S3 **Cue:**

Task: 4

Requests periodic updates, based on time or events, from the staff in assessing the situation within their BOS.

Product:
none

S1: Yes	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** Yes	**ENGR:** Yes	**XO:** No
S2: Yes	**S4:** Yes	**ADCOORD:** Yes	**FSB CDR:** Yes	**FSO:** Yes	

S3 **Cue:**

Task: 5

Tracks and interprets the events in adjacent (flank) units.

Product:
none

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

Execution

S3

Cue:

Task: 6

Anticipates and initiates the employment of CAS, indirect fires, and scatterable mines.

Product:

none

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S3

Cue:

Task: 6.1

Anticipates events that enable brigade to employ combat support assets (immediate CAS, indirect fires, scatterable mines).

Product:

none

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S3

Cue:

Task: 6.2

Requests assets external to brigade.

Product:

none

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S3

Cue:

Task: 6.3

Coordinates execution of events.

Product:

none

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S3

Cue:

Task: 7

Coordinates and controls the timing and execution of the brigade's deep battle.

Product:

none

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

Execution

S3

Cue:

Task: 2.4

Tracks, evaluates, and confirms events and reports in support of the synchronization matrix and decision support templates.

Product:

none

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S3

Cue:

Task: 2.5

Requests information updates and estimates of situation from subordinate units.

Product:

none

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S3

Cue:

Task: 3

Coordinates with the FSO/FSCOORD for targeting fire parameters and for the movement of artillery assets.

Product:

none

S1: No	**S3:** Yes	**BDE CDR:** Yes	**FSCOORD:** Yes	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

S3

Cue:

Task: 4

Requests periodic updates, based on time or events, from the staff in assessing the situation within their BOS.

Product:

none

S1: Yes	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** Yes	**ENGR:** Yes	**XO:** No
S2: Yes	**S4:** Yes	**ADCOORD:** Yes	**FSB CDR:** Yes	**FSO:** Yes	

S3

Cue:

Task: 5

Tracks and interprets the events in adjacent (flank) units.

Product:

none

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

Execution

S4

Task: 1.1

Maintains casualty and vehicle loss status reports.

Cue:

Received information from subordinate units.

Product:

Updated casualty and vehicle status charts.

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: Yes	FSO: No	

S4

Task: 1.2

Obtains and verifies loss reports.

Cue:

Movement to contact.

Product:

none

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: Yes	FSO: No	

S4

Task: 2

Coordinates the execution refuel requirements by exchanging information regarding who, what, where, and when with the FSB commander and task forces.

Cue:

Line of departure time in movement order.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: Yes	FSO: No	

S4

Task: 3

Reacts to problem losses by cross-leveling critical personnel replacement and personnel.

Cue:

Reports over command net, O&I net.

Product:

none

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: Yes	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: Yes	FSO: No	

S4

Task: 4

Performs a situational combat service support estimate and presents an information summary when friendly losses start to impact on combat effectiveness.

Cue:

Friendly losses.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: No	FSO: No	

Execution

S4

Task: 4.1

Coordinates with S1 and FSB commander to determine brigade's combat strength.

Cue:

When readiness technique indicates severe friendly losses.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:** No		**FSCOORD:**	No	**ENGR:**	Yes	**XO:**	Yes
S2:	No	**S4:**	Yes	**ADCOORD:** No		**FSB CDR:**	Yes	**FSO:**	No		

S4

Task: 4.2

Informs the brigade commander of serious capability losses and asks for guidance.

Cue:

Serious capability losses.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:** No		**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	Yes	**ADCOORD:** No		**FSB CDR:**	No	**FSO:**	No		

S4

Task: 5

Informs higher headquarters (G4, WSRO officer) when combat personnel or equipment losses reach a point where assistance is needed.

Cue:

Serious capability losses.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:** No		**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	Yes	**ADCOORD:** No		**FSB CDR:**	No	**FSO:**	No		

XO

Task: 1

Confirms that all units are on proper radio nets.

Cue:

Time to execution.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:** No		**FSCOORD:**	No	**ENGR:**	No	**XO:**	Yes
S2:	No	**S4:**	No	**ADCOORD:** No		**FSB CDR:**	No	**FSO:**	No		

XO

Task: 2

Checks readiness of units for movement of contact.

Cue:

Time to execution.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:** No		**FSCOORD:**	No	**ENGR:**	No	**XO:**	Yes
S2:	No	**S4:**	No	**ADCOORD:** No		**FSB CDR:**	No	**FSO:**	No		

Execution

XO

Task: 3

Identifies any problems needing brigade commander's attention.

Cue:

Problems that brigade commander needs to address.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: Yes
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

XO

Task: 4

Directs the S3 to report the following events: main body line of departure, initial enemy contact, enemy main effort, need to commit reserve.

Cue:

When events occur.

Product:

none

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: Yes
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

XO

Task: 5

Directs the S2 to report all new enemy information.

Cue:

New enemy information becomes available.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: Yes
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

XO

Task: 6

Monitors the reconnaissance and surveillance operation.

Cue:

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: Yes
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

XO

Task: 7

Disseminates intelligence updates to division, brigade commander, and subordinate units.

Cue:

Received intelligence reports.

Product:

none

S1: No	S3: No	BDE CDR: Yes	FSCOORD: No	ENGR: No	XO: Yes
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Execution

XO

Task: 8

Notifies the units to cross the line of departure.

Cue:

Received permission from division.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:**	No	**FSCOORD:**	No	**ENGR:**	No	**XO:**	Yes
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	No		

XO

Task: 9

Coordinates with the S3 to make initial plans for hasty defense.

Cue:

Evaluated the status of combat units.

Product:

none

S1:	No	**S3:**	Yes	**BDE CDR:**	No	**FSCOORD:**	No	**ENGR:**	No	**XO:**	Yes
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	No		

XO

Task: 10

Directs combat service support assets to move forward to assist units with resupply and maintenance.

Cue:

Status report from units.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:**	No	**FSCOORD:**	No	**ENGR:**	No	**XO:**	Yes
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	No		

XO

Task: 11

Makes recommendations for the evacuation of casualties.

Cue:

Reports of mass casualties.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:**	No	**FSCOORD:**	No	**ENGR:**	No	**XO:**	Yes
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	No		

XO

Task: 12

Queries the brigade staff on the capabilities of the brigade.

Cue:

Product:

none

S1:	No	**S3:**	No	**BDE CDR:**	No	**FSCOORD:**	No	**ENGR:**	No	**XO:**	Yes
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	No		

Execution

XO

Task: 13

Informs the brigade commander of unit capabilities.

Cue:

Staff assessment of unit capabilities.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:**	Yes	**FSCOORD:**	No	**ENGR:**	No	**XO:**	Yes
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	No		

Consolidation and Reorganization

ADCOORD

Task: 1

Requests status updates from air defense assets.

Cue:

Received the division warning order.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: Yes	FSB CDR: No	FSO: No	

ADCOORD

Task: 1.1

Provides summarized status to air defense battalion S3 and division ADCOORD.

Cue:

Has summarized the status of air defense units.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: Yes	FSB CDR: No	FSO: No	

ADCOORD

Task: 2

Provides status of air defense assets to the commander and brigade staff.

Cue:

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: Yes	FSB CDR: No	FSO: No	

BDE CDR

Task: 1

Directs staff estimates of the post battle situation.

Cue:

Division warning order.

Product:

Verbal guidance.

S1: No	S3: Yes	BDE CDR: Yes	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

BDE CDR

Task: 1.1

Obtains current disposition and location of task forces.

Cue:

Division warning order.

Product:

none

S1: No	S3: No	BDE CDR: Yes	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Consolidation and Reorganization

BDE CDR

Task: 1.2

Obtains estimate of strength and equipment status and capabilities.

Cue:

Division warning order.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:**	Yes	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	No		

BDE CDR

Task: 1.3

Obtains current intelligence and estimate of enemy intent.

Cue:

Division warning order.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:**	Yes	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	No		

BDE CDR

Task: 2

Requests current intelligence and likely action by threat from S2.

Cue:

Product:

none

S1:	No	**S3:**	No	**BDE CDR:**	Yes	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	Yes	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	No		

BDE CDR

Task: 3

Obtains estimate of situation and capabilities from the task force commanders.

Cue:

Tactical situation.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:**	Yes	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	No		

BDE CDR

Task: 4

Makes an assessment of brigade status and capabilities.

Cue:

Staff estimates.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:**	Yes	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	No		

Consolidation and Reorganization

BDE CDR

Task: 4.1

Advises the division commander of brigade capability.

Cue:
Staff estimates.

Product:
none

S1: No	S3: No	BDE CDR: Yes	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

BDE CDR

Task: 5

Sets priorities for rearm, refuel, evacuation, recovery and repair requirements.

Cue:
Staff estimates.

Product:
none

S1: No	S3: No	BDE CDR: Yes	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

BDE CDR

Task: 6

Directs the repositioning of units and elements.

Cue:
Staff estimates.

Product:
Verbal guidance.

S1: Yes	S3: Yes	BDE CDR: Yes	FSCOORD: Yes	ENGR: Yes	XO: Yes
S2: Yes	S4: Yes	ADCOORD: Yes	FSB CDR: Yes	FSO: Yes	

BDE CDR

Task: 7

Directs the reorganization of units.

Cue:
Staff estimates.

Product:
Verbal guidance.

S1: Yes	S3: Yes	BDE CDR: Yes	FSCOORD: Yes	ENGR: Yes	XO: Yes
S2: Yes	S4: Yes	ADCOORD: Yes	FSB CDR: Yes	FSO: Yes	

BDE CDR

Task: 8

Refines estimates of capabilities.

Cue:
Reorganization accomplished.

Product:
none

S1: No	S3: No	BDE CDR: Yes	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Consolidation and Reorganization

ENGR

Task: 1

Requests status of equipment and personnel from subordinate engineer units.

Cue:

Product:

Updated status of engineer battalion.

S1:	No	**S3:**	No	**BDE CDR:**	No	**FSCOORD:**	No	**ENGR:**	Yes	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	No		

ENGR

Task: 2

Develops countermobility and survivability production estimates.

Cue:

Tasked by command group.

Product:

Countermobility and survivability production estimates

S1:	No	**S3:**	No	**BDE CDR:**	Yes	**FSCOORD:**	No	**ENGR:**	Yes	**XO:**	Yes
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	No		

ENGR

Task: 3

Coordinates with the S4 to determine quantity and location of obstacle materials.

Cue:

Product:

Quantity and location of obstacle materials.

S1:	No	**S3:**	No	**BDE CDR:**	No	**FSCOORD:**	No	**ENGR:**	Yes	**XO:**	No
S2:	No	**S4:**	Yes	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	No		

ENGR

Task: 4

Informs the division engineer of changing mission requirements and problems.

Cue:

Product:

none

S1:	No	**S3:**	No	**BDE CDR:**	No	**FSCOORD:**	No	**ENGR:**	Yes	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	No		

ENGR

Task: 5

Recommends changes to engineer task organization based on the situation.

Cue:

Product:

none

S1:	No	**S3:**	No	**BDE CDR:**	No	**FSCOORD:**	No	**ENGR:**	Yes	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	No		

Consolidation and Reorganization

FSB CDR

Task: 1

Coordinates with the S1 and S4 to compile logistics information in order to estimate the status of the brigade.

Cue:

Status reports from FSB units and task forces.

Product:

Updates on: direct and general maintenance status, destroyed vehicles, Class III & V status, medical evacuation (medical company and higher).

S1: Yes	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** Yes	**FSO:** No	

FSB CDR

Task: 2

Obtains status updates from the maintenance support teams in the task forces, the task force field trains in the brigade support area, and from ambulances on the battlefield.

Cue:

Product:

none

S1: Yes	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** Yes	**FSO:** No	

FSB CDR

Task: 3

Coordinates with the S4 to confirm supply priorities for the task forces.

Cue:

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** Yes	**FSO:** No	

FSCOORD

Task: 1

Informs the brigade commander of fire support status.

Cue:

Product:

none

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** Yes	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSCOORD

Task: 2

Coordinates with the FSO on requirements to implement brigade commander's guidance.

Cue:

FRAGO, brigade commander's guidance.

Product:

none

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** Yes	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

Consolidation and Reorganization

FSCOORD

Task: 3

Requests additional support from division artillery and division fire support element.

Cue:

Need for additional fire support based on brigade commander's guidance.

Product:

none

S1: No	S3: No	BDE CDR: Yes	FSCOORD: Yes	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

FSO

Task: 1

Contacts subordinate fire support units to determine status of the following: operational and repairable howitzers, fire support teams, combat observation lasing teams, battery locations, and radar status.

Cue:

FRAGO directing a change in mission.

Product:

Updated chart on: operational and repairable howitzers, fire support teams, combat observation lasing teams, battery locations, and radar status.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

FSO

Task: 1.1

Adjusts fire support assets due to losses.

Cue:

Fire support status.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

FSO

Task: 1.2

Informs the FSCOORD, division fire support element, and division artillery of fire support status.

Cue:

Fire support status

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

FSO

Task: 2

Coordinates with the S3 to determine the consolidation and reorganization of the maneuver task forces.

Cue:

Consolidation and Reorganization

Product:

none

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

Consolidation and Reorganization

FSO

Task: 3

Coordinates with the FSCOORD on requirements to implement brigade commander's guidance.

Cue:

Brigade commander's guidance.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:**	Yes	**FSCOORD:**	Yes	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	Yes		

FSO

Task: 3.1

Informs the field artillery S3 of the brigade commander's guidance.

Cue:

Implementation of brigade commander's guidance.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:**	No	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	Yes		

FSO

Task: 4

Conducts a hasty analysis of the current situation.

Cue:

FRAGO

Product:

none

S1:	No	**S3:**	No	**BDE CDR:**	No	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	Yes		

FSO

Task: 5

Monitors the recovery and maintenance projections and Class V resupply.

Cue:

Consolidation and Reorganization

Product:

none

S1:	No	**S3:**	No	**BDE CDR:**	No	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	Yes		

FSO

Task: 5.1

Adjusts priorities of fires.

Cue:

Brigade commander guidance.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:**	No	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	Yes		

Consolidation and Reorganization

FSO

Task: 5.2

Informs the brigade commander of the current capability of fire support.

Cue:

Completed hasty analysis of status, requirements, and resources.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

FSO

Task: 6

Requests additional support from division artillery and division fire support element.

Cue:

Need for additional fire support based on brigade commander's guidance.

Product:

none

S1: No	S3: No	BDE CDR: Yes	FSCOORD: Yes	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

FSO

Task: 7

Informs the brigade commander, S3, FSCOORD, and field artillery S3 of the results of request to division.

Cue:

Received feedback from division fire support element and/or division artillery.

Product:

none

S1: No	S3: Yes	BDE CDR: Yes	FSCOORD: Yes	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

S1

Task: 1

Continually contacts task force S1s for personnel updates: killed in action, wounded in action, missing in action, return to duty, critical military occupational specialty shortages, and critical position shortages.

Cue:

Product:

Updated personnel status chart.

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S1

Task: 2

Coordinates with the S4 and FSB commander to implement weapon systems replacement operations.

Cue:

Military occupational specialty shortages and subordinate unit slant reports indicating units are below combat effective strengths.

Product:

none

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: Yes	FSO: No	

Consolidation and Reorganization

S1

Cue:

Task: 2.1

Identifies the sources of manning for weapon systems replacement operations equipment.

Product:

none

S1: Yes	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S1

Cue:

Task: 3

Obtains updates on status of medical personnel, casualty evacuation, and medical facilities operability.

Product:

Updated chart on medical personnel, casualty evacuation, and medical facilities operability.

S1: Yes	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S1

Cue:

Task: 3.1

Obtains updates from task force S1s.

Product:

none

S1: Yes	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S1

Cue:

Task: 3.2

Obtains updates from brigade surgeon.

Product:

none

S1: Yes	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S1

Cue:

Reports of killed in action, until all remains are recovered.

Task: 4

Tracks the status of killed in action, including the transportation of recovered remains.

Product:

none

S1: Yes	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** Yes	**XO:** No
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

Consolidation and Reorganization

S1

Task: 5

Monitors status of enemy prisoners of war.

Cue:

Reports of enemy prisoners of war.

Product:

Enemy prisoner of war status chart.

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S1

Task: 5.1

Contacts the military police platoon leader for update on the number of enemy prisoners of war captured, the number needing medical assistance, and related concerns.

Cue:

Product:

none

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S1

Task: 5.2

Contacts each task force S1 for update on enemy prisoners of war.

Cue:

Product:

none

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S1

Task: 5.3

Notifies the military platoon leader of enemy prisoner of war status.

Cue:

Product:

none

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S1

Task: 6

Completes consolidation of brigade personnel status report and personnel losses report (Red 1 and Red 2 reports).

Cue:

Division G1 requests status.

Product:

Personnel status report and personnel losses request report.

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Consolidation and Reorganization

S1

Task: 7

Provides an update on the personnel status to the brigade commander and staff.

Cue:

Product:

Updated personnel charts.

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S1

Task: 7.1

Makes recommendation to brigade commander for reorganization or reconstitution of the brigade based on strength.

Cue:

Red 1 report and Red 2 report status indicating requirement for units to reorganize to continue their mission.

Product:

none

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S1

Task: 8

Requests and implements the brigade commander's replacement priorities.

Cue:

Brigade commander's replacement priorities.

Product:

none

S1: Yes	S3: No	BDE CDR: Yes	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S1

Task: 8.1

Reconfigures status charts to reflect new structures and cross attachments based on reorganization or reconstitution.

Cue:

Reorganization or reconstitution structure and assignments.

Product:

Updated personnel status charts.

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 1

Identifies and confirms change in enemy posture from the offense to the defensive positioning or withdrawal.

Cue:

G2 reports; unit reports.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Consolidation and Reorganization

S2

Task: 1.1

Requests battalion intelligence summaries and directs confirmation activities.

Cue:

G2 reports and unit reports on changes in enemy activities.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 1.2

Interprets and predicts enemy change in mission and advises the brigade commander, operations unit.

Cue:

G2 reports and unit reports.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 2

Develops an updated intelligence summary.

Cue:

G2 updates; change in enemy activities

Product:

Draft intelligence summary.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 3

Redirects and focuses intelligence collections effort.

Cue:

Changes in enemy activities; division FRAGO.

Product:

Brigade FRAGO.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 4

Develops a new situational template.

Cue:

Reports of changes in enemy activities.

Product:

Draft situational template.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Consolidation and Reorganization

S2

Task: 4.1

Identifies location, status and mission of brigade collection assets.

Cue:
Unit reports.

Product:
Overlay posting.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 4.2

Identifies immediate collection needs and locations of NAIs.

Cue:
Unit reports; G2 reports

Product:
NAI list; PIR list.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 4.3

Coordinates collection needs and assets with the S3 consolidation and reorganization plan and activities.

Cue:
Unit reports; G2 reports.

Product:
Brigade FRAGO.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 5

Briefs the commander and staff on the current enemy situation, forecasts of enemy activities, reconnaissance and surveillance requirements and assets, and recommendations.

Cue:
Commander/XO consolidation schedule

Product:
none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Task: 1

Recommends establishing immediate defense to the brigade commander based on current status of the brigade.

Cue:
FRAGO from division directing a change of mission.

Product:
none

S1: No	S3: Yes	BDE CDR: Yes	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Consolidation and Reorganization

S3

Cue:

Task: 2

Contacts battalion/task force S3s to gather information to check the possibility of exploitation of boundaries by enemy.

Product:

none

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S3

Cue:

Change in mission.

Task: 3

Contacts S1 and S4 to confirm combat power and command and control status reported by each unit.

Product:

none

S1: Yes	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S3

Cue:

Possibility or reports of bypassed enemy units.

Task: 4

Contacts the S2 and subordinate units to ensure that bypassed enemy units are destroyed.

Product:

none

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: Yes	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S3

Cue:

Task: 5

Conducts a status inquiry about task force strength, to company-level.

Product:

none

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S3

Cue:

Task: 6

Contacts subordinate S3s to determine resource needs of their task forces.

Product:

none

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

Consolidation and Reorganization

S3

Task: 7

Discusses current engineer concerns and air defense assets (TOW missiles, Bradley Stinger Fighting Vehicle capability).

Cue:

Requirement to make recommendations to brigade commander.

Product:

none

S1:	No	**S3:**	Yes	**BDE CDR:**	No	**FSCOORD:**	No	**ENGR:**	Yes	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	Yes	**FSB CDR:**	No	**FSO:**	No		

S3

Task: 8

Contacts the G3 to coordinate follow-on mission.

Cue:

Requirement to make recommendations to brigade commander.

Product:

none

S1:	No	**S3:**	Yes	**BDE CDR:**	No	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	No		

S3

Task: 8.1

Requests an update on current division tactical situation from the G3.

Cue:

Plans for next mission.

Product:

none

S1:	No	**S3:**	Yes	**BDE CDR:**	No	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	No		

S3

Task: 8.2

Informs G3 of status of lanes for forward passage of lines and of the tactical situation in the vicinity of each lane.

Cue:

Plans for next mission.

Product:

none

S1:	No	**S3:**	Yes	**BDE CDR:**	No	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	No		

S3

Task: 8.3

Requests additional information concerning future mission and intent from the G3.

Cue:

Plans for next mission.

Product:

none

S1:	No	**S3:**	Yes	**BDE CDR:**	No	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	No		

Consolidation and Reorganization

S3

Task: 9

Exchanges information with the adjacent brigade S3s: updates them on overall tactical situation, status, location, and intent of forces.

Cue:
Flank coordination.

Product:
none

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S3

Task: 9.1

Informs adjacent brigade S3s of control areas.

Cue:
Flank coordination.

Product:
none

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S3

Task: 10

Briefs the brigade commander of his recommendations.

Cue:
Finished gathering consolidation and reorganization data.

Product:
none

S1: No	**S3:** Yes	**BDE CDR:** Yes	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S4

Task: 1

Coordinates with task force S4s, FSB commander, and the direct maintenance team to conduct battle damage assessment.

Cue:

Product:
none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** Yes	**FSO:** No	

S4

Task: 1.1

Determines which combat systems are mission capable or non-capable.

Cue:
Reports from task forces.

Product:
none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

Consolidation and Reorganization

S4

Task: 2

Determines the relative combat power of combat units.

Cue:

Status reports from task forces.

Product:

none

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S4

Task: 3

Coordinates with the FSB commander to replace expended materials.

Cue:

Status reports from task forces.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** Yes	**FSO:** No	

S4

Task: 3.1

Provides status updates to the FSB commander from maintenance support teams in the tasks forces, the task force field trains in the brigade support area, and from ambulances in the field.

Cue:

Status reports from MSTs in the TFs, the TF field trains in the BSA, and from ambulances in the field.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** Yes	**FSO:** No	

S4

Task: 3.2

Exchanges information with FSB commander on maintenance, resupply activities, availability of parts, cross-leveling efforts, and evacuation of vehicles to brigade support area.

Cue:

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** Yes	**FSO:** No	

S4

Task: 4

Contacts the S1 periodically for personnel status reports.

Cue:

Product:

none

S1: Yes	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

Consolidation and Reorganization

S4

Task: 5

Contacts the G4 and division support command elements to report current status and expedite needed assistance.

Cue:

Product:

none

S1: Yes	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S4

Task: 6

Checks with S3 periodically for updates on the tactical situation or follow-on mission.

Cue:

Follow-on mission

Product:

none

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S4

Task: 7

Provides logistics and maintenance information to the command group.

Cue:

Upon request.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

XO

Task: 1

Alerts the staff to start preparing for consolidation and reorganization brief.

Cue:

Reports from S2 and S3 that the enemy is not advancing.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

XO

Task: 2

Confirms that enemy not advancing by contacting deputy G3 at division tactical command post.

Cue:

Reports from the S2 and S3.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

Consolidation and Reorganization

XO

Task: 3

Coordinates with the S3 and G3 about type/time/place of follow-on mission.

Cue:

Product:

none

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

XO

Task: 4

Reviews the warning order before disseminating it to the task forces.

Cue:

Division warning order.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

XO

Task: 5

Leads consolidation brief.

Cue:

Time schedule.

Product:

none

S1: Yes	**S3:** Yes	**BDE CDR:** Yes	**FSCOORD:** Yes	**ENGR:** Yes	**XO:** Yes
S2: Yes	**S4:** Yes	**ADCOORD:** Yes	**FSB CDR:** Yes	**FSO:** Yes	

XO

Task: 6

Coordinates with the brigade commander to approve the reorganization plan.

Cue:

Reorganization plan from S3.

Product:

none

S1: No	**S3:** No	**BDE CDR:** Yes	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

XO

Task: 7

Leads the reorganization brief.

Cue:

Time schedule.

Product:

none

S1: Yes	**S3:** Yes	**BDE CDR:** Yes	**FSCOORD:** Yes	**ENGR:** Yes	**XO:** Yes
S2: Yes	**S4:** Yes	**ADCOORD:** Yes	**FSB CDR:** Yes	**FSO:** Yes	

Commander's Concept

Commander's Concept

Area Defense

Commander's Concept

BDE CDR

Task: 1

Requests situation and status updates from subordinate units.

Cue:

Received division operations order.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:**	Yes	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	No		

BDE CDR

Task: 2

Evaluates current situation of the brigade.

Cue:

Product:

none

S1:	No	**S3:**	No	**BDE CDR:**	Yes	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	No		

BDE CDR

Task: 3

Formulates an initial course of action.

Cue:

Product:

none

S1:	No	**S3:**	No	**BDE CDR:**	Yes	**FSCOORD:**	No	**ENGR:**	Yes	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	No		

BDE CDR

Task: 4

Directs units to assume a hasty defense.

Cue:

Product:

none

S1:	No	**S3:**	No	**BDE CDR:**	Yes	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	No		

BDE CDR

Task: 5

Requests TF locations and strength percentages from the XO.

Cue:

Product:

none

S1:	No	**S3:**	No	**BDE CDR:**	Yes	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	No		

Timeline Prep

XO

Cue:

Division warning order.

Task: 1

Develops a brigade staff planning schedule that includes all the steps of the Modified Decision Making Process.

Product:

Planning schedule timeline.

S1:	No	**S3:**	No	**BDE CDR:**	No	**FSCOORD:**	No	**ENGR:**	No	**XO:**	Yes
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	No		

XO

Cue:

Task: 2

Informs the staff of the planning tasks to be accomplished and the amount of time scheduled for each.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:**	No	**FSCOORD:**	No	**ENGR:**	No	**XO:**	Yes
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	No		

XO

Cue:

Task: 2.1

Allocates time for confirmation of facts and assumptions.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:**	No	**FSCOORD:**	No	**ENGR:**	No	**XO:**	Yes
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	No		

XO

Cue:

Task: 2.2

Allocates time for confirmation of restrictions and constraints.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:**	No	**FSCOORD:**	No	**ENGR:**	No	**XO:**	Yes
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	No		

XO

Cue:

Task: 2.3

Allocates time for staff identification of specified, implied, and essential tasks.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:**	No	**FSCOORD:**	No	**ENGR:**	No	**XO:**	Yes
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	No		

Update Brief

ADCOORD

Task: 1

Determines the status of air defense artillery units.

Cue:

Time schedule set by XO.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: Yes	FSB CDR: No	FSO: No	

ADCOORD

Task: 1.1

Obtains status updates from air defense unit platoon leaders.

Cue:

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: Yes	FSB CDR: No	FSO: No	

ADCOORD

Task: 1.2

Obtains high to medium air defense coverage report from the division ADCOORD.

Cue:

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: Yes	FSB CDR: No	FSO: No	

ADCOORD

Task: 1.3

Obtains Stinger locations from team platoon leaders.

Cue:

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: Yes	FSB CDR: No	FSO: No	

ADCOORD

Task: 2

Briefs status of air defense artillery units, air defense coverage, and Stinger team locations.

Cue:

Update brief.

Product:

none

S1: Yes	S3: Yes	BDE CDR: Yes	FSCOORD: Yes	ENGR: Yes	XO: Yes
S2: Yes	S4: Yes	ADCOORD: Yes	FSB CDR: Yes	FSO: Yes	

Update Brief

BDE CDR

Task: 1

Participates in the update brief.

Cue:

Product:

none

S1: Yes	S3: Yes	BDE CDR: Yes	FSCOORD: Yes	ENGR: Yes	XO: Yes
S2: Yes	S4: Yes	ADCOORD: Yes	FSB CDR: Yes	FSO: Yes	

BDE CDR

Task: 1.1

Determines priorities of support.

Cue:

Update brief.

Product:

none

S1: No	S3: No	BDE CDR: Yes	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

BDE CDR

Task: 1.2

Updates priorities of support.

Cue:

Update brief.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

BDE CDR

Task: 1.3

Gives guidance to each brigade staff member as needed.

Cue:

Update brief.

Product:

Verbal guidance.

S1: No	S3: No	BDE CDR: Yes	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

BDE CDR

Task: 2

Selects staff personnel to assist with the course of action development.

Cue:

Product:

none

S1: No	S3: No	BDE CDR: Yes	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Update Brief

ENGR

Task: 1

Determines equipment status and readiness of engineer units.

Cue:

Time schedule set by XO.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** Yes	**XO:** No
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

ENGR

Task: 1.1

Determines personnel status of engineer units.

Cue:

Product:

none

S1: Yes	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** Yes	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

ENGR

Task: 1.2

Determines availability of obstacle materiel from paragraph 4, Annex D, and Annex Q of the division operations order.

Cue:

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** Yes	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

ENGR

Task: 2

Briefs the status of engineer equipment and personnel.

Cue:

Update brief.

Product:

none

S1: Yes	**S3:** Yes	**BDE CDR:** Yes	**FSCOORD:** Yes	**ENGR:** Yes	**XO:** Yes
S2: Yes	**S4:** Yes	**ADCOORD:** Yes	**FSB CDR:** Yes	**FSO:** Yes	

FSB CDR

Task: 1

Briefs combat service support status.

Cue:

Update brief.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** Yes	**FSO:** No	

Update Brief

FSO

Task: 1

Briefs the status and location of fire support units.

Cue:

Update brief

Product:

none

S1: No	**S3:** Yes	**BDE CDR:** Yes	**FSCOORD:** Yes	**ENGR:** Yes	**XO:** No
S2: Yes	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S1

Task: 1

Briefs updated information on: critical shortages, personnel status, casualty status, enemy prisoners of war, graves registration.

Cue:

Time schedule set by XO.

Product:

Charts for personnel status, critical shortages and casualties.

S1: Yes	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S2

Task: 1

Briefs the current enemy situation, the most dangerous enemy course of action, and the most probable enemy course of action.

Cue:

Update brief.

Product:

none

S1: No	**S3:** Yes	**BDE CDR:** Yes	**FSCOORD:** Yes	**ENGR:** Yes	**XO:** No
S2: Yes	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S3

Task: 1

Briefs the current brigade status: locations of maneuver units, tactical command post, and tactical operations center.

Cue:

Time schedule set by XO.

Product:

none

S1: No	**S3:** Yes	**BDE CDR:** Yes	**FSCOORD:** Yes	**ENGR:** Yes	**XO:** No
S2: Yes	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S4

Task: 1

Briefs the logistics and equipment status.

Cue:

Update brief.

Product:

none

S1: Yes	**S3:** Yes	**BDE CDR:** Yes	**FSCOORD:** Yes	**ENGR:** Yes	**XO:** Yes
S2: Yes	**S4:** Yes	**ADCOORD:** Yes	**FSB CDR:** Yes	**FSO:** Yes	

Update Brief

XO

Task: 1

Presents the timeline to the brigade commander and staff.

Cue:

Timeline.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:**	No	**FSCOORD:**	No	**ENGR:**	No	**XO:**	Yes
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	No		

XO

Task: 1.1

Revises the timeline (if necessary) according to the brigade commander's guidance.

Cue:

Product:

Revised planning timeline

S1:	No	**S3:**	No	**BDE CDR:**	Yes	**FSCOORD:**	No	**ENGR:**	No	**XO:**	Yes
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	No		

XO

Task: 2

Directs the staff to brief current information to the brigade commander.

Cue:

Update Brief.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:**	No	**FSCOORD:**	No	**ENGR:**	No	**XO:**	Yes
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	No		

Mission Analysis

ADCOORD

Task: 1

Identifies specified air defense tasks.

Cue:
Mission analysis.

Product:
List of specified air defense tasks.

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: Yes
S2: No	S4: Yes	ADCOORD: Yes	FSB CDR: Yes	FSO: Yes	

ADCOORD

Task: 2

Identifies implied air defense tasks.

Cue:
Mission analysis.

Product:
List of implied air defense tasks.

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: Yes
S2: No	S4: Yes	ADCOORD: Yes	FSB CDR: Yes	FSO: Yes	

ADCOORD

Task: 3

Identifies essential air defense tasks.

Cue:
Mission analysis

Product:
List of essential air defense tasks.

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: Yes
S2: No	S4: Yes	ADCOORD: Yes	FSB CDR: Yes	FSO: Yes	

ADCOORD

Task: 4

Identifies restrictions and constraints placed on the air defense function in the division operations order.

Cue:
Mission analysis.

Product:
List of air defense restrictions and constraints.

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: Yes
S2: No	S4: Yes	ADCOORD: Yes	FSB CDR: Yes	FSO: Yes	

BDE CDR

Task: 1

Reviews and approves essential tasks.

Cue:
Mission analysis brief.

Product:
Final list of essential tasks.

S1: No	S3: No	BDE CDR: Yes	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Mission Analysis

BDE CDR

Task: 2

Reviews and approves the restated mission.

Cue:

Mission analysis brief.

Product:

Final restated mission.

S1: No	S3: No	BDE CDR: Yes	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

BDE CDR

Task: 3

Reviews and approves the brigade warning order.

Cue:

Draft warning order submitted by S3.

Product:

Brigade warning order.

S1: No	S3: Yes	BDE CDR: Yes	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

FSB CDR

Task: 1

Identifies combat service support facts and assumptions.

Cue:

Division order.

Product:

List of combat service support facts and assumptions.

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: Yes	FSO: No	

FSB CDR

Task: 2

Identifies specified combat service support tasks.

Cue:

Mission analysis.

Product:

List of specified combat service support tasks.

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: Yes	FSO: No	

FSB CDR

Task: 3

Identifies implied combat service support tasks.

Cue:

Mission analysis.

Product:

List of implied combat service support tasks.

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: Yes	FSO: No	

Mission Analysis

FSB CDR

Task: 4

Identifies essential combat service support tasks.

Cue:

Mission analysis.

Product:

List of essential combat service support tasks.

S1: Yes	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** Yes	**FSO:** No	

FSB CDR

Task: 5

Identifies the constraints and restrictions placed on the combat service support function in the division operations order.

Cue:

Mission analysis.

Product:

List of constraints and restrictions.

S1: Yes	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** Yes	**FSO:** No	

FSO

Task: 1

Identifies specified fire support tasks.

Cue:

Mission Analysis

Product:

List of specified fire support tasks.

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSO

Task: 2

Identifies implied fire support tasks.

Cue:

Mission analysis.

Product:

List of implied fire support tasks.

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSO

Task: 3

Identifies essential fire support tasks.

Cue:

Mission analysis.

Product:

List of essential fire support tasks.

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

Mission Analysis

FSO

Task: 4

Identifies the constraints and restrictions placed on the fire support function by the division operations order.

Cue:

Mission analysis.

Product:

List of fire support restrictions and constraints.

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

S1

Task: 1

Reads the division order and extracts information on: medical service support and evacuation, mortuary evacuation and graves registration, enemy prisoners of war processing and locations, personnel replacement operations, priorities, schedule.

Cue:

Division operations order.

Product:

none

S1: Yes	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S1

Task: 2

Checks Annex A (Task Organization) for personnel status.

Cue:

Product:

none

S1: Yes	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S1

Task: 2.1

Verifies task organization changes with the S3 for personnel charts.

Cue:

Product:

none

S1: Yes	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S1

Task: 2.2

Obtains the projected operations plan (2-3 days out) from the S3.

Cue:

Product:

none

S1: Yes	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

Mission Analysis

S1

Task: 2.3

Uses FM 101-10-1/2 for historical data to compute projected losses for the strength projection chart.

Cue:

Product:

Daily projections chart.

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S1

Task: 3

Updates information in the following areas: critical shortages, personnel status, casualty status, enemy prisoners of war, mortuary affairs, replacement operations.

Cue:

Unit reports.

Product:

Updated charts for personnel status, critical shortages, and casualties.

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S1

Task: 4

Identifies specified tasks for personnel support.

Cue:

Mission analysis.

Product:

List of personnel support specified tasks.

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S1

Task: 5

Identifies implied tasks for personnel support.

Cue:

Mission analysis

Product:

List of personnel support implied tasks.

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S1

Task: 6

Identifies essential tasks for personnel support.

Cue:

Mission analysis.

Product:

List of personnel support essential tasks.

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Mission Analysis

S1

Task: 7

Identifies the restrictions and constraints placed on personnel requirements in the division order.

Cue:

Mission analysis.

Product:

List of personnel restrictions and constraints.

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 1

Provides intelligence information to the S3 for the brigade warning order.

Cue:

Product:

none

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 2

Writes paragraph 1b., "The Enemy Situation," of the brigade warning order and submits to S3.

Cue:

Product:

Paragraph 1b.,"The Enemy Situation," of the brigade warning order.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Task: 1

Writes the proposed mission statement with the XO.

Cue:

Mission analysis.

Product:

Draft mission statement.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: Yes
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Task: 1.1

Submits the draft mission statement to the brigade commander for review.

Cue:

Product:

none

S1: No	S3: Yes	BDE CDR: Yes	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Mission Analysis

S3

Task: 1.2

Revises the mission statement.

Cue:

Brigade commanders guidance.

Product:

Mission statement.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Task: 2

Writes the warning order and submits to XO for approval.

Cue:

Product:

Warning order.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: Yes
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Task: 3

Issues the warning order.

Cue:

Approved by XO.

Product:

none

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S4

Task: 1

Reads the division operations order and extracts service support information from Annex Q regarding: maintenance, logistics, medical supplies, classes of supplies, medical supply routes.

Cue:

Received division order.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: No	FSO: No	

S4

Task: 2

Identifies combat service support facts and assumptions.

Cue:

Division order.

Product:

List of combat service support facts and assumptions.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: No	FSO: No	

Mission Analysis

S4

Task: 3

Identifies specified combat service support tasks.

Cue:

Mission analysis.

Product:

List of specified combat service support tasks.

S1: Yes	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: No	**S4:** Yes	**ADCOORD:** Yes	**FSB CDR:** Yes	**FSO:** Yes	

S4

Task: 4

Identifies implied combat service support tasks.

Cue:

Mission analysis.

Product:

List of implied combat service support tasks.

S1: Yes	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: No	**S4:** Yes	**ADCOORD:** Yes	**FSB CDR:** Yes	**FSO:** Yes	

S4

Task: 5

Identifies essential combat service support tasks.

Cue:

Mission analysis.

Product:

List of essential combat service support tasks.

S1: Yes	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: No	**S4:** Yes	**ADCOORD:** Yes	**FSB CDR:** Yes	**FSO:** Yes	

S4

Task: 6

Identifies the constraints and restrictions in the division order placed on the combat service support.

Cue:

Mission analysis.

Product:

List of constraints and restrictions.

S1: Yes	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: No	**S4:** Yes	**ADCOORD:** Yes	**FSB CDR:** Yes	**FSO:** Yes	

S4

Task: 7

Provides input to the preparation of the restated mission.

Cue:

Mission analysis.

Product:

none

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

Mission Analysis

XO

Task: 1

Directs the mission analysis process.

Cue:

Division order.

Product:

none

S1: Yes	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: No	**S4:** Yes	**ADCOORD:** Yes	**FSB CDR:** Yes	**FSO:** Yes	

XO

Task: 1.1

Reads the division order and begins planning individual tasks for the staff.

Cue:

Division order.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

XO

Task: 1.2

Provides guidance to the staff in the identification of constraints and restrictions.

Cue:

Division order.

Product:

List of constraints and restrictions.

S1: Yes	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: No	**S4:** Yes	**ADCOORD:** Yes	**FSB CDR:** Yes	**FSO:** Yes	

XO

Task: 1.3

Provides guidance to the staff in the identification of specified tasks.

Cue:

Division order.

Product:

List of specified tasks.

S1: Yes	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: No	**S4:** Yes	**ADCOORD:** Yes	**FSB CDR:** Yes	**FSO:** Yes	

XO

Task: 1.4

Provides guidance to the staff in the identification of implied tasks.

Cue:

Division order.

Product:

List of implied tasks.

S1: Yes	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: No	**S4:** Yes	**ADCOORD:** Yes	**FSB CDR:** Yes	**FSO:** Yes	

Mission Analysis

XO

Task: 1.5

Provides guidance to the staff in the identification of mission essential tasks.

Cue:

Division order.

Product:

List of mission essential tasks.

S1: Yes	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: No	**S4:** Yes	**ADCOORD:** Yes	**FSB CDR:** Yes	**FSO:** Yes	

XO

Task: 2

Briefs a summary of the mission analysis to the brigade commander and staff.

Cue:

Timeline.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

COA Development

BDE CDR

Task: 1

Assesses the current situation.

Cue:

Course of action development.

Product:

none

S1: No	S3: Yes	BDE CDR: Yes	FSCOORD: Yes	ENGR: Yes	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

BDE CDR

Task: 1.1

Directs the S2 to brief the enemy courses of action.

Cue:

Course of action development.

Product:

none

S1: No	S3: No	BDE CDR: Yes	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

BDE CDR

Task: 1.2

Selects the enemy course of action to wargame.

Cue:

Enemy course of action brief.

Product:

none

S1: No	S3: No	BDE CDR: Yes	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

BDE CDR

Task: 1.3

Identifies terrain location where the enemy is to be engaged.

Cue:

Product:

none

S1: No	S3: No	BDE CDR: Yes	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

BDE CDR

Task: 2

Discusses, informally wargames, refines, and finalizes the course of action.

Cue:

Product:

Course of action.

S1: No	S3: Yes	BDE CDR: Yes	FSCOORD: Yes	ENGR: Yes	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

COA Development

BDE CDR

Cue:

Task: 2.1

Reviews the brigade's terrain area of operations on the modified combined obstacles overlay.

Product:

none

S1: No	**S3:** No	**BDE CDR:** Yes	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

BDE CDR

Cue:

Task: 2.2

Coordinates with the FSCOORD to develop the fire support plan.

Product:

Fire support plan.

S1: No	**S3:** No	**BDE CDR:** Yes	**FSCOORD:** Yes	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

BDE CDR

Cue:

Task: 2.3

Coordinates with the brigade engineer to develop the obstacle plan.

Product:

Engineer obstacle plan.

S1: No	**S3:** No	**BDE CDR:** Yes	**FSCOORD:** No	**ENGR:** Yes	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

BDE CDR

Cue:

Task: 2.4

Identifies the brigade's defense main effort as a unit or a location.

Product:

none

S1: No	**S3:** No	**BDE CDR:** Yes	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

BDE CDR

Cue:

Task: 2.5

Coordinates with the S3 to identify defensive positions.

Product:

none

S1: No	**S3:** Yes	**BDE CDR:** Yes	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

COA Development

BDE CDR

Cue:

Task: 2.6

Finalizes the course of action.

Product:

none

S1: No	S3: Yes	BDE CDR: Yes	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

ENGR

Cue:

Task: 1

Prepares the engineer battlefield assessment.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: Yes	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

ENGR

Cue:

Task: 1.1

Conducts a terrain analysis.

Product:

Input to the MCOO.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: Yes	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

ENGR

Cue:

Task: 1.2

Estimates the engineer capabilities of the enemy.

Product:

Enemy engineer order of battle.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: Yes	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

ENGR

Cue:

Task: 1.3

Summarizes friendly engineer capabilities.

Product:

Estimate of friendly engineer production potential including the number of minefields, survivability positions, and FASCAM recommendations.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

COA Development

ENGR

Cue:

Task: 2

Coordinates with the S2 to share information from engineer battlefield assessment.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:**	No	**FSCOORD:**	No	**ENGR:**	Yes	**XO:**	No
S2:	Yes	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	No		

ENGR

Cue:

Course of action development.

Task: 3

Develops the scheme of engineer operations to support the brigade commander's course of action.

Product:

Scheme of engineer operations.

S1:	No	**S3:**	No	**BDE CDR:**	No	**FSCOORD:**	No	**ENGR:**	Yes	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	No		

ENGR

Cue:

Task: 3.1

Designs obstacle belts and designates the specific intent for each belt.

Product:

Sketches of obstacle belts and written intent for each.

S1:	No	**S3:**	No	**BDE CDR:**	No	**FSCOORD:**	No	**ENGR:**	Yes	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	No		

ENGR

Cue:

Task: 3.2

Estimates the type and amount of materiel required for each obstacle belt.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:**	No	**FSCOORD:**	No	**ENGR:**	Yes	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	No		

ENGR

Cue:

Task: 4

Coordinates with the S4 to obtain Class IV and Class V materiel for the obstacle belts.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:**	No	**FSCOORD:**	No	**ENGR:**	Yes	**XO:**	No
S2:	No	**S4:**	Yes	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	No		

COA Development

ENGR

Cue:

Task: 5

Coordinates with the FSCOORD/FSO to determine the area of denial munitions and placement of remote anti-armor mines.

Product:

Coordinated target list input.

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** Yes	**ENGR:** Yes	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

ENGR

Cue:

Task: 6

Determines the task organization of engineer units to support the operations.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** Yes	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

ENGR

Cue:

Task: 6.1

Submits the engineer task organization to the S3 for input to the brigade warning order.

Product:

Draft of engineer task organization.

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** Yes	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

FSCOORD

Cue:

Time schedule set by XO.

Task: 1

Provides input on fire support during course of action development.

Product:

none

S1: No	**S3:** No	**BDE CDR:** Yes	**FSCOORD:** Yes	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSCOORD

Cue:

Course of action development.

Task: 1.1

Identifies fire support tasks from the division operations order.

Product:

List of fire support tasks.

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** Yes	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

COA Development

FSCOORD

Task: 1.2

Develops initial fire support execution matrix.

Cue:

Course of action development.

Product:

Initial fire support matrix.

S1: No	**S3:** No	**BDE CDR:** Yes	**FSCOORD:** Yes	**ENGR:** No	**XO:** No
S2: Yes	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

FSCOORD

Task: 1.3

Allocates fire support resources based on availability, weighting of the main effort, scheme of maneuver, and transition in the battle.

Cue:

Course of action development.

Product:

Revised fire support matrix.

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** Yes	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSCOORD

Task: 1.4

Applies fire support concept to map, positioning, movement, task organization, priority of fire, and movement plan.

Cue:

Course of action development.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** Yes	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

FSCOORD

Task: 2

Discusses the initial plan of support with the brigade commander.

Cue:

Initial plan of support.

Product:

none

S1: No	**S3:** No	**BDE CDR:** Yes	**FSCOORD:** Yes	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S2

Task: 1

Provides intelligence information during the course of action development.

Cue:

XO's time schedule.

Product:

none

S1: No	**S3:** No	**BDE CDR:** Yes	**FSCOORD:** Yes	**ENGR:** Yes	**XO:** No
S2: Yes	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

COA Development

S2

Cue:

Task: 1.1

Extracts enemy courses of action from the division operations order.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Cue:

Task: 1.2

Extracts higher headquarters situational template from the division operations orders.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Cue:

Task: 1.3

Adapts the reconnaissance and surveillance plan from the division operations order to brigade level operations.

Product:

Draft reconnaissance and surveillance plan.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Cue:

Task: 2

Determines intelligence facts and assumptions by identifying key enemy events.

Product:

List of intelligence facts and assumptions.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Cue:

Commander's COA concept.

Task: 1

Analyzes brigade commander's course of action concept.

Product:

none

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

COA Development

S3

Cue:

Task: 2

Coordinates with the FSO to review the land space management of the maneuver area.

Product:

Maneuver area parameters.

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

S3

Cue:

Task: 3

Analyzes the relative force ratios and arrays initial forces.

Product:

none

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S3

Cue:

Task: 4

Develops a scheme of maneuver for the commander's COA concept.

Product:

Scheme of maneuver.

S1: No	**S3:** Yes	**BDE CDR:** Yes	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S3

Cue:

Task: 4.1

Determines command and control means and minimum required maneuver control measures.

Product:

Overlay or sketch with maneuver control measures.

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S3

Cue:

Task: 5

Determines subordinate unit taskings to observe NAIs and TAIs in the brigade reconnaissance and surveillance plan.

Product:

R&S OPORD, if required.

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: Yes	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

Wargaming

ADCOORD

Task: 1

Provides air defense input during the wargaming of the course of action.

Cue:
Wargaming events.

Product:
none

S1: Yes	S3: Yes	BDE CDR: Yes	FSCOORD: Yes	ENGR: Yes	XO: Yes
S2: Yes	S4: Yes	ADCOORD: Yes	FSB CDR: Yes	FSO: Yes	

ADCOORD

Task: 1.1

Describes the allocation of Bradley Stinger fighting vehicles and Stinger Teams.

Cue:
Wargaming events.

Product:
none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: Yes	FSB CDR: No	FSO: No	

ADCOORD

Task: 1.2

Describes expected air or helicopter threats.

Cue:
Wargaming events.

Product:
none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: Yes	FSB CDR: No	FSO: No	

ADCOORD

Task: 2

Provides input to the identification of decision points supportable from an air defense perspective.

Cue:
Wargaming

Product:
none

S1: Yes	S3: Yes	BDE CDR: Yes	FSCOORD: Yes	ENGR: Yes	XO: Yes
S2: Yes	S4: Yes	ADCOORD: Yes	FSB CDR: Yes	FSO: Yes	

BDE CDR

Task: 1

States the commander's intent and the course of action.

Cue:
Time schedule set by XO.

Product:
none

S1: No	S3: No	BDE CDR: Yes	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Wargaming

BDE CDR

Task: 2

Directs the wargaming process.

Cue:
Wargaming

Product:
none

S1: No	S3: No	BDE CDR: Yes	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

BDE CDR

Task: 2.1

Establishes the wargaming rules and method.

Cue:
Wargaming

Product:
none

S1: No	S3: No	BDE CDR: Yes	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

BDE CDR

Task: 2.2

Directs the S2 to brief the enemy's most probable course of action.

Cue:
Wargaming

Product:
none

S1: No	S3: No	BDE CDR: Yes	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

BDE CDR

Task: 2.3

Provides input and guidance to staff members as needed.

Cue:
Wargaming

Product:
none

S1: No	S3: No	BDE CDR: Yes	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

BDE CDR

Task: 2.4

Directs the S3 to brief the friendly concept of maneuver and the critical events that must be wargamed.

Cue:
Wargaming

Product:
none

S1: No	S3: Yes	BDE CDR: Yes	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Wargaming

BDE CDR

Task: 3

Arbitrates decisions based on alternative actions or concerns presented by the brigade staff.

Cue:
Wargaming

Product:
none

S1: No	**S3:** No	**BDE CDR:** Yes	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

ENGR

Task: 1

Provides engineer input during the wargaming of the course of action.

Cue:
Wargaming events.

Product:
none

S1: Yes	**S3:** Yes	**BDE CDR:** Yes	**FSCOORD:** Yes	**ENGR:** Yes	**XO:** Yes
S2: Yes	**S4:** Yes	**ADCOORD:** Yes	**FSB CDR:** Yes	**FSO:** No	

ENGR

Task: 2

Provides input to the identification of decision points supportable from an engineer perspective.

Cue:
Wargaming.

Product:
none

S1: Yes	**S3:** Yes	**BDE CDR:** Yes	**FSCOORD:** Yes	**ENGR:** Yes	**XO:** Yes
S2: Yes	**S4:** Yes	**ADCOORD:** Yes	**FSB CDR:** Yes	**FSO:** Yes	

ENGR

Task: 3

Modifies the engineer course of action based on results of wargaming.

Cue:
Wargaming.

Product:
Revised engineer course of action.

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** Yes	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

FSB CDR

Task: 1

Provides combat service support input during the wargaming of the course of action.

Cue:
Wargaming events.

Product:
none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** Yes	**FSO:** No	

Wargaming

FSB CDR

Task: 2

Provides input to the identification of decision points supportable from a combat service support perspective.

Cue:
Wargaming.

Product:
none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: Yes	FSO: No	

FSCOORD

Task: 1

Provides fire support input during the wargaming.

Cue:
Time schedule set by XO.

Product:
none

S1: No	S3: Yes	BDE CDR: Yes	FSCOORD: Yes	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

FSCOORD

Task: 1.1

Describes the capabilities and limitations of the fire support to aid friendly actions and counter projected enemy reaction.

Cue:
Wargaming events.

Product:
none

S1: No	S3: Yes	BDE CDR: Yes	FSCOORD: Yes	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

FSCOORD

Task: 1.2

Describes how fire support assets will be employed to aid friendly maneuver actions.

Cue:
Wargaming events.

Product:
none

S1: No	S3: Yes	BDE CDR: Yes	FSCOORD: Yes	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

FSCOORD

Task: 1.3

Describes the use of close air support.

Cue:
Wargaming events.

Product:
none

S1: No	S3: No	BDE CDR: No	FSCOORD: Yes	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

Wargaming

FSCOORD

Task: 1.4

Describes interruptions in fire support coverage capabilities.

Cue:
Wargaming events.

Product:
none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** Yes	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSO

Task: 1

Provides fire support input during the wargaming of the course of action.

Cue:
Wargaming events.

Product:
none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSO

Task: 2

Provides fire support input in the identification of key decision points.

Cue:
Time schedule set by XO.

Product:
none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

S1

Task: 1

Provides information during the wargaming of the course of action to include: casualty estimates, medical support and personnel issues, enemy prisoners of war collection and evacuation, replacement operations.

Cue:

Product:
none

S1: Yes	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S2

Task: 1

Provides input to wargaming by portraying enemy activities following enemy doctrine and identifying potential strengths to be encountered and weaknesses to be exploited.

Cue:
Action/reaction/counteraction events.

Product:
none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: Yes	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

Wargaming

S2

Task: 1.1

Role-plays the enemy's most probable and most dangerous courses of action (minimum).

Cue:
Wargaming events.

Product:
none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 1.2

Assesses enemy losses by event and incorporates cumulative losses into subsequent event capabilities and activities.

Cue:
Wargaming events.

Product:
none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 1.3

Records information that emerges or is confirmed during wargaming concerning: named areas of interest identification and numbering, locations and activation times; anticipated enemy events at NAIs; friendly collectors assigned NAIs missions.

Cue:
Wargaming events.

Product:
Additions and modifications to the reconnaissance and surveillance plan.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 2

Provides input on friendly intelligence collection provisions during wargaming.

Cue:
Wargaming events.

Product:
none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 2.1

Identifies and tracks existing and added named areas of interest.

Cue:
Wargaming events.

Product:
none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Wargaming

S2

Task: 2.2

Identifies and tracks existing and added priority intelligence requirements.

Cue:
Wargaming events.

Product:
none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 2.3

Proposes employment of brigade intelligence assets and forces capable of reconnaissance and counter-reconnaissance.

Cue:
Wargaming events.

Product:
none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 2.4

Identifies risks and proposes countermeasures to losses of brigade reconnaissance assets.

Cue:
Wargaming events.

Product:
none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 2.5

Provides intelligence input in the identification of decision points.

Cue:
Wargaming events.

Product:
none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 3

Revises intelligence products based on wargaming events.

Cue:
Wargaming

Product:
none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Wargaming

S2

Task: 3.1

Revises situational template.

Cue:
Wargaming

Product:
Revised situational template.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 3.2

Revises reconnaissance and surveillance plan.

Cue:
Wargaming

Product:
Final draft of reconnaissance and surveillance plan.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 3.3

Revises Annex B.

Cue:
Wargaming

Product:
Draft Annex B.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Task: 1

Prepares for wargaming.

Cue:
Time schedule set by XO.

Product:
Overlay for the course of action, course of action statement (tasks, purpose for each subordinate command, brigade main effort), sync matrix, critical task event list, action/reaction/counteraction sheet.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Task: 1.1

Transfers sketch of course of action to acetate.

Cue:
Time schedule set by XO.

Product:
Course of action overlays.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Wargaming

S3

Task: 1.2

Identifies friendly critical events in coordination with the XO.

Cue:

Product:

List of friendly critical events.

S1:	No	**S3:**	Yes	**BDE CDR:**	No	**FSCOORD:**	No	**ENGR:**	No	**XO:**	Yes
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	No		

S3

Task: 2

Presents orientation to wargaming staff that includes wargaming model, commander's intent, critical friendly events, and control measures.

Cue:

Commencement of wargaming.

Product:

none

S1:	No	**S3:**	Yes	**BDE CDR:**	No	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	No		

S3

Task: 3

Participates in wargaming of the course of action.

Cue:

Time schedule set by XO.

Product:

Synchronization matrix, decision support template.

S1:	Yes	**S3:**	Yes	**BDE CDR:**	Yes	**FSCOORD:**	Yes	**ENGR:**	Yes	**XO:**	Yes
S2:	Yes	**S4:**	Yes	**ADCOORD:**	Yes	**FSB CDR:**	Yes	**FSO:**	Yes		

S3

Task: 3.1

Describes the concept of the operation for the course of action to include the elements of the battlefield framework and the critical events.

Cue:

Wargaming.

Product:

none

S1:	No	**S3:**	Yes	**BDE CDR:**	No	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	No		

S3

Task: 3.2

Provides detail of friendly maneuver by phase or event prior to enemy contact.

Cue:

Wargaming events.

Product:

none

S1:	No	**S3:**	Yes	**BDE CDR:**	No	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	No		

Wargaming

S3

Task: 3.3

Conducts wargaming using the action/reaction/counteraction process.

Cue:

Wargaming events.

Product:

Overlays, completed action/reaction/counteraction sheet.

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: Yes	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S3

Task: 3.4

Incorporates changes to brigade reconnaissance and surveillance plan based on results of wargaming.

Cue:

Wargaming

Product:

Revised R&S plan.

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S3

Task: 3.5

Records actions, decisions, and results of wargaming on the synchronization matrix.

Cue:

Wargaming events.

Product:

Completed sync matrix.

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S3

Task: 4

Assesses wargaming results and refines or modifies course of action.

Cue:

Wargaming.

Product:

Refined, modified COA.

S1: No	**S3:** Yes	**BDE CDR:** Yes	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S4

Task: 1

Provides combat service support input during the wargaming of the course of action.

Cue:

Wargaming events.

Product:

none

S1: Yes	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** Yes	**FSO:** No	

Wargaming

S4

Task: 2

Provides input to the identification of decision points supportable from a combat service support perspective.

Cue:
Wargaming.

Product:
none

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: Yes	FSO: No	

XO

Task: 1

Prepares for wargaming.

Cue:
Timeline.

Product:
none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: Yes
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

XO

Task: 1.1

Chooses a technique for recording wargaming events.

Cue:
Wargaming.

Product:
Critical events matrix.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: Yes
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

XO

Task: 1.2

Appoints a recorder to record wargaming events.

Cue:

Product:
none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: Yes
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

XO

Task: 1.3

States the task purpose and reiterates the commander's guidance.

Cue:
Commander's guidance.

Product:
none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: Yes
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Wargaming

XO

Task: 2

Directs the S2 to read items from the enemy critical event list to begin the wargaming process.

Cue:
Wargaming.

Product:
none

S1:	No	**S3:**	No	**BDE CDR:**	No	**FSCOORD:**	No	**ENGR:**	No	**XO:**	Yes
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	No		

XO

Task: 3

Leads the wargaming effort so that all staff officers address the respective battlefield operating system.

Cue:
Wargaming events.

Product:
none

S1:	No	**S3:**	No	**BDE CDR:**	No	**FSCOORD:**	No	**ENGR:**	No	**XO:**	Yes
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	No		

XO

Task: 4

Provides guidance to the staff in the identification of decision points.

Cue:
Wargaming events

Product:
Decision points.

S1:	No	**S3:**	No	**BDE CDR:**	No	**FSCOORD:**	No	**ENGR:**	No	**XO:**	Yes
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	No		

Orders Prep

ADCOORD

Task: 1

Writes Annex G of the brigade operations order.

Cue:

Time schedule set by XO.

Product:

Draft Annex G.

S1:	No	**S3:**	No	**BDE CDR:**	No	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	Yes	**FSB CDR:**	No	**FSO:**	No		

ADCOORD

Task: 1.1

Submits Annex G to S3 for review and approval.

Cue:

Product:

Annex G.

S1:	No	**S3:**	Yes	**BDE CDR:**	No	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	Yes	**FSB CDR:**	No	**FSO:**	No		

ADCOORD

Task: 2

Advises air defense battalion about brigade operations order and Annex G.

Cue:

Product:

none

S1:	No	**S3:**	No	**BDE CDR:**	No	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	Yes	**FSB CDR:**	No	**FSO:**	No		

BDE CDR

Task: 1

Reviews and approves warning order.

Cue:

Warning order submitted by S3.

Product:

Warning order.

S1:	No	**S3:**	No	**BDE CDR:**	Yes	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	No		

BDE CDR

Task: 2

Finalizes the commander's intent.

Cue:

Wargaming completed.

Product:

Final commander's intent for the brigade operations order.

S1:	No	**S3:**	No	**BDE CDR:**	Yes	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	No		

Orders Prep

BDE CDR

Task: 3

Provides input and guidance as needed to individual staff officers.

Cue:

Orders preparation.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:**	Yes	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	No		

BDE CDR

Task: 4

Reviews and approves the brigade operations order.

Cue:

S3 submits draft brigade operations order.

Product:

Brigade operations order.

S1:	No	**S3:**	No	**BDE CDR:**	Yes	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	No		

ENGR

Task: 1

Writes Annex D of the brigade operations order.

Cue:

Time schedule set by XO.

Product:

Draft Annex D.

S1:	No	**S3:**	No	**BDE CDR:**	No	**FSCOORD:**	No	**ENGR:**	Yes	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	No		

ENGR

Task: 2

Prepares the engineer operations graphic overlay.

Cue:

Product:

Engineer operations graphic overlay.

S1:	No	**S3:**	No	**BDE CDR:**	No	**FSCOORD:**	No	**ENGR:**	Yes	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	No		

ENGR

Task: 3

Submits a draft copy of Annex D to the XO/S3 for review and approval.

Cue:

Product:

Annex D.

S1:	No	**S3:**	Yes	**BDE CDR:**	No	**FSCOORD:**	No	**ENGR:**	Yes	**XO:**	Yes
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	No		

Orders Prep

ENGR

Task: 4

Assists during orders confirmation brief in ensuring the TF commanders understand their engineer-related tasks.

Cue:

Orders brief to TF commander's.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: Yes	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

FSB CDR

Task: 1

Coordinates with the S4 and other brigade staff officers to provide input to Annex Q.

Cue:

Time schedule set by XO.

Product:

none

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: Yes	FSO: No	

FSB CDR

Task: 1.1

Obtains requirements and locations for barrier materials from the brigade engineer.

Cue:

Wargaming

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: Yes	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: Yes	FSO: No	

FSB CDR

Task: 1.2

Provides input to S4 for Annex Q, detailing support requirements and task allocation to subordinate units.

Cue:

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: Yes	FSO: No	

FSB CDR

Task: 1.3

Reviews Annex Q, "Service Support."

Cue:

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: Yes	FSO: No	

Orders Prep

FSCOORD

Task: 1

Coordinates with the brigade staff to obtain information to incorporate into fire support plan.

Cue:

Orders preparation schedule.

Product:

Fire support plan.

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** Yes	**ENGR:** No	**XO:** No
S2: Yes	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSCOORD

Task: 1.1

Obtains location of enemy targets from the S2.

Cue:

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** Yes	**ENGR:** No	**XO:** No
S2: Yes	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSCOORD

Task: 1.2

Coordinates the concept of maneuver and fires with the S3.

Cue:

Product:

none

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** Yes	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSCOORD

Task: 1.3

Coordinates the transportation of ammunition and other supplies with the S4.

Cue:

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** Yes	**ENGR:** No	**XO:** No
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSCOORD

Task: 1.4

Coordinates with the FSO and incorporates compiled information into a fire support scheme of maneuver and concept of the operation.

Cue:

Product:

Fire support plan.

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** Yes	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

Orders Prep

FSCOORD

Cue:

Task: 2

Gives guidance to the FSO on fire support tasks that support the course of action.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** Yes	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSCOORD

Cue:

Task: 2.1

Provides input to the FSO on control measures: coordinated firing line, fire support coordination area, free-fire area, boundaries.

Product:

none

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** Yes	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSCOORD

Cue:

Task: 2.2

Provides input to the FSO on the priority of fires for the mission.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** Yes	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSCOORD

Cue:

Task: 2.3

Provides input to the FSO on the allocation of priority targets to the maneuver units.

Product:

none

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** Yes	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSCOORD

Cue:

Task: 2.4

Provides input to the FSO on attachment of fire support resources to maneuver units.

Product:

none

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** Yes	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

Orders Prep

FSCOORD

Cue:

Task: 3

Reviews fire support portions of the brigade OPORD and Annex F.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** Yes	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

FSO

Cue:

Time schedule set by XO.

Task: 1

Coordinates with the FSCOORD to determine fire support tasks that support the concept of the operation.

Product:

Draft of fire support Annex.

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** Yes	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSO

Cue:

Orders preparation.

Task: 2

Develops fire support plan.

Product:

Fire support plan.

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** Yes	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSO

Cue:

Task: 2.1

Determines control measures needed to support the concept of the operation: coordinated firing line, fire support coordination area, and boundaries.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSO

Cue:

Task: 2.2

Determines priority of fires for each phase of the mission.

Product:

Target list, High Payoff list, Attack Guidance matrix.

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

Orders Prep

FSO

Task: 2.3

Coordinates forward employment of combat observation lasing teams with the maneuver units.

Cue:

Orders preparation

Product:

none

S1:	No	**S3:**	No	**BDE CDR:**	No	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	Yes		

FSO

Task: 2.4

Plans the allocation and distribution of close air support to subordinate units.

Cue:

Orders preparation.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:**	No	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	Yes		

FSO

Task: 3

Requests close air support from division.

Cue:

Product:

none

S1:	No	**S3:**	No	**BDE CDR:**	No	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	Yes		

FSO

Task: 4

Prepares the fire support matrix for the brigade operations order.

Cue:

Order preparation.

Product:

Draft fire support matrix.

S1:	No	**S3:**	No	**BDE CDR:**	No	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	Yes		

FSO

Task: 4.1

Writes the concept paragraph to accompany fire support matrix.

Cue:

Product:

Fire support concept paragraph.

S1:	No	**S3:**	No	**BDE CDR:**	No	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	No	**FSB CDR:**	No	**FSO:**	Yes		

Orders Prep

FSO

Cue:

Task: 4.2

Submits the fire support matrix to the S3 for review and approval.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSO

Cue:

Task: 4.3

Revises fire support products and resubmits to S3.

Product:

Final fire support matrix, fire support annex, target list, high payoff list, attack guidance matrix.

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

S1

Cue:

Task: 1

Writes portions of paragraph 4 of the brigade operations order to include: personnel replacement priorities, casualty evacuation priorities, ambulance exchange points.

Product:

Draft paragraph 4 of the brigade operations order.

S1: Yes	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S1

Cue:

Task: 2

Writes Annex Q of the brigade operations order to include: paragraph 4.C (graves registration), paragraph 5 (medical evacuation and hospitalization), paragraph 6 (unit strength maintenance, personnel management, and moral development and maintenance).

Product:

Draft of personnel portions of Annex Q.

S1: Yes	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S1

Cue:

Task: 3

Submits personnel information to the S3/XO for incorporation into the brigade operations order.

Product:

none

S1: Yes	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

Orders Prep

S2

Task: 1

Provides intelligence input to the S3 for paragraph 1.a, "Situation: Enemy Forces," of the brigade operations order.

Cue:

Orders production schedule.

Product:

Draft paragraph 1.a, "Situation: Enemy Forces"

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 2

Finalizes the reconnaissance and surveillance planning and situation template.

Cue:

Product:

Reconnaissance and surveillance tasking order; enemy situation/event template.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 3

Exchanges information with the targeting team and finalizes input into the brigade high pay-off target list and the attack guidance matrix.

Cue:

Meeting of the targeting team.

Product:

See subtasks below.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

S2

Task: 3.1

Identifies high payoff targets enemy courses of action and proposed friendly courses of action.

Cue:

Product:

Input to high payoff target list.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 3.2

Inputs the intelligence indicators and assets to identifying and acquiring high payoff targets.

Cue:

Product:

Input to attack guidance matrix.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Orders Prep

S2

Task: 4

Finalizes Annex B of the brigade operations order.

Cue:

Orders production schedule.

Product:

Draft Annex B.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 5

Submits final draft of Annex B to the S3/XO for the review and approval.

Cue:

Orders production schedule.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: Yes
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 5.1

Revises Annex B.

Cue:

S3/XO review.

Product:

Final Annex B.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 6

Updates and revises the brigade intelligence summary.

Cue:

INTSUM schedule; intelligence additions and changes.

Product:

Revised and addendumed intelligence summary.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Task: 1

Approves brigade warning order.

Cue:

Product:

Brigade warning order.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Orders Prep

S3

Task: 2

Prepares the execution portion of the brigade operations order.

Cue:

Product:

Draft of execution portion of brigade operations order.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Task: 3

Writes paragraph 3a., "Maneuver Narrative," of the brigade operations order.

Cue:

Product:

Draft Paragraph 3a., "Maneuver Narrative"

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Task: 4

Submits the brigade operations order to the brigade commander for review and approval.

Cue:

Time schedule set by XO.

Product:

Draft brigade operations order.

S1: No	S3: Yes	BDE CDR: Yes	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Task: 4.1

Issues the brigade operations order to the subordinate units.

Cue:

Brigade commander approved brigade operations order.

Product:

Brigade operations order.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S4

Task: 1

Gathers and exchanges information with the staff officers for input to Annex Q of the brigade operations order.

Cue:

Time schedule set by XO.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: No	FSO: No	

Orders Prep

S4 **Cue:**

Task: 1.1

Obtains information from the S3 regarding terrain management, priority of support, road movement, refuel on the move, site security, and Class V pre-position.

Product:
none

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S4 **Cue:**

Task: 1.2

Obtains information from the S1 regarding unit strength, personnel management, enemy prisoner of war operations, discipline law and order, and civil military cooperation.

Product:
none

S1: Yes	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S4 **Cue:**

Task: 1.3

Obtains information form the FSB commander regarding all classes of supply, service and maintenance, unit field train locations, priority of support and maintenance.

Product:
none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** Yes	**FSO:** No	

S4 **Cue:**

Task: 2

Prepares and writes "Service Support" paragraph of brigade OPORD and Annex Q.

Product:
Draft "Service Support" paragraph and Annex Q.

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S4 **Cue:**

Task: 2.1

Coordinates with the S1 and FSB commander to prepare a combat service support logistics overlay.

Product:
Combat service support overlay.

S1: Yes	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** Yes	**FSO:** No	

Orders Prep

S4

Cue:

Task: 2.2

Submits a draft copy of Annex Q to the FSB commander for review.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** Yes	**FSO:** No	

S4

Cue:

Task: 2.3

Submits draft Annex Q to the XO/S3 for review and approval.

Product:

Annex Q

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

XO

Cue:

Time

Task: 1

Provides format, guidance, and timeline for brigade operations order to the staff.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

XO

Cue:

Task: 1.1

Directs the S3 to prepare a matrix order with input from the appropriate staff members.

Product:

none

S1: No	**S3:** Yes	**BDE CDR:** Yes	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

XO

Cue:

Task: 1.2

Assigns responsibilities for production of operations order annexes: Annex A - S3, Annex B - S2, Annex D - Engineer, Annex F - FSO, Annex G - ADCOORD, Annex Q - S1/S4.

Product:

Annexes

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

Orders Prep

XO

Cue:

Task: 2

Reviews all brigade order materials and annexes.

Product:

Draft brigade order.

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

XO

Cue:

Task: 3

Submits the draft operations order to the brigade commander for review and approval.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

XO

Cue:

Task: 4

Reviews the draft operations order with the brigade commander and S3.

Product:

Final brigade order.

S1: No	**S3:** Yes	**BDE CDR:** Yes	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

Rehearsal

ADCOORD

Task: 1

Participates in rehearsal by describing air defense actions.

Cue:
Key rehearsal events.

Product:
none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** Yes	**FSB CDR:** No	**FSO:** No	

ADCOORD

Task: 1.1

Describes the link-up between direct support air defense units and TFs.

Cue:
Rehearsal events.

Product:
none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** Yes	**FSB CDR:** No	**FSO:** No	

ADCOORD

Task: 1.2

Describes positioning of general support Stinger teams.

Cue:
Rehearsal events.

Product:
none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** Yes	**FSB CDR:** No	**FSO:** No	

ADCOORD

Task: 1.3

Describes high to medium altitude air defense coverage for brigade area of operations.

Cue:
Rehearsal events.

Product:
none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** Yes	**FSB CDR:** No	**FSO:** No	

ADCOORD

Task: 1.4

Describes air defense coverage from the assembly area to the attack position.

Cue:
Rehearsal events.

Product:
none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** Yes	**FSB CDR:** No	**FSO:** No	

Rehearsal

ADCOORD

Task: 1.5

Describes air defense actions in response to attack.

Cue:
Enemy action.

Product:
none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: Yes	FSB CDR: No	FSO: No	

ADCOORD

Task: 1.6

Provides ADA input to rehearsal of close air support missions.

Cue:
Rehearsal events

Product:
none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: Yes	FSB CDR: No	FSO: Yes	

ADCOORD

Task: 2

Participates in a critique of the rehearsal, identifying any changes or new requirements discussed during the rehearsal.

Cue:
Rehearsal complete.

Product:
none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: Yes	FSB CDR: No	FSO: No	

ADCOORD

Task: 2.1

Issues a FRAGO, or implementing instructions to the OPORD and Annex G based on events in the rehearsal.

Cue:
Rehearsal critique.

Product:
ADA FRAGO

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: Yes	FSB CDR: No	FSO: No	

BDE CDR

Task: 1

Conducts the rehearsal by directing and controlling the rehearsal events.

Cue:
Rehearsal schedule.

Product:
none

S1: Yes	S3: Yes	BDE CDR: Yes	FSCOORD: Yes	ENGR: Yes	XO: Yes
S2: Yes	S4: Yes	ADCOORD: Yes	FSB CDR: Yes	FSO: Yes	

Rehearsal

BDE CDR

Task: 1.1

Directs maneuver personnel (including task force commanders) to describe engagement areas, control measures, reporting of control measures, movement rates, axis of advance, and limits of advance.

Cue:
Rehearsal events.

Product:
none

S1: Yes	**S3:** Yes	**BDE CDR:** Yes	**FSCOORD:** Yes	**ENGR:** Yes	**XO:** Yes
S2: Yes	**S4:** Yes	**ADCOORD:** Yes	**FSB CDR:** Yes	**FSO:** Yes	

BDE CDR

Task: 1.2

Directs the maneuver personnel to describe action-counteraction-reactions throughout rehearsal of movement to contact.

Cue:
Rehearsal events.

Product:
none

S1: No	**S3:** No	**BDE CDR:** Yes	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

BDE CDR

Task: 1.3

Directs combat support personnel to describe displacement of artillery, air defense coverage, and close-air support.

Cue:
Rehearsal events.

Product:
none

S1: No	**S3:** No	**BDE CDR:** Yes	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

BDE CDR

Task: 1.4

Directs combat service support personnel to describe, logistical replacement, subsequent moves to sustain maneuver, and land management.

Cue:
Rehearsal events.

Product:
none

S1: No	**S3:** No	**BDE CDR:** Yes	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

BDE CDR

Task: 2

Verifies the synchronization matrix.

Cue:
Rehearsal events.

Product:
Final synchronization matrix.

S1: No	**S3:** Yes	**BDE CDR:** Yes	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

Rehearsal

BDE CDR

Task: 2.1

Identifies problem areas or gaps in the synchronization requirements.

Cue:
Rehearsal events.

Product:
none

S1:	No	**S3:**	No	**BDE CDR:** Yes	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** No	**FSB CDR:**	No	**FSO:**	No		

BDE CDR

Task: 2.2

Identifies problem areas or discontinuity in the decision support template.

Cue:
Rehearsal events.

Product:
Final decision support template.

S1:	No	**S3:**	No	**BDE CDR:** Yes	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** No	**FSB CDR:**	No	**FSO:**	No		

ENGR

Task: 1

Describes and/or demonstrates engineer battalion tasks during the phase or event being rehearsed.

Cue:
Rehearsal events.

Product:
none

S1:	No	**S3:**	No	**BDE CDR:** No	**FSCOORD:**	No	**ENGR:**	Yes	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** No	**FSB CDR:**	No	**FSO:**	No		

ENGR

Task: 2

Identifies problem areas in the plan from an engineer perspective and recommends refinements to the brigade order.

Cue:
Rehearsal.

Product:
none

S1:	No	**S3:**	No	**BDE CDR:** No	**FSCOORD:**	No	**ENGR:**	Yes	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** No	**FSB CDR:**	No	**FSO:**	No		

ENGR

Task: 3

Records engineer actions during rehearsal.

Cue:
Rehearsal.

Product:
List of engineer actions.

S1:	No	**S3:**	No	**BDE CDR:** No	**FSCOORD:**	No	**ENGR:**	Yes	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** No	**FSB CDR:**	No	**FSO:**	No		

Rehearsal

ENGR

Task: 4

Participates in a critique of the rehearsal, identifying any changes or new requirements discussed during rehearsal.

Cue:
Rehearsal completed.

Product:
none

S1:	No	**S3:**	No	**BDE CDR:** No		**FSCOORD:**	No	**ENGR:** Yes		**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** No		**FSB CDR:**	No	**FSO:**	No		

ENGR

Task: 5

Issues FRAGO or implementing instructions to the OPORD and Annex D based on events in rehearsal.

Cue:
Changes to engineer plan.

Product:
FRAGO

S1:	No	**S3:**	No	**BDE CDR:** No		**FSCOORD:**	No	**ENGR:** Yes		**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** No		**FSB CDR:**	No	**FSO:**	No		

FSB CDR

Task: 1

Describes forward support battalion combat service support actions in response to critical events during rehearsal.

Cue:
Rehearsal events.

Product:
none

S1:	No	**S3:**	No	**BDE CDR:** No		**FSCOORD:**	No	**ENGR:** No		**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** No		**FSB CDR:**	Yes	**FSO:**	No		

FSB CDR

Task: 1.1

Describes positioning of ambulance exchange points and logistics release points.

Cue:
Rehearsal events.

Product:
none

S1:	No	**S3:**	No	**BDE CDR:** No		**FSCOORD:**	No	**ENGR:** No		**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** No		**FSB CDR:**	Yes	**FSO:**	No		

FSB CDR

Task: 1.2

Describes movement and positioning of a forward logistics element.

Cue:
Rehearsal events.

Product:
none

S1:	No	**S3:**	No	**BDE CDR:** No		**FSCOORD:**	No	**ENGR:** No		**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** No		**FSB CDR:**	Yes	**FSO:**	No		

Rehearsal

FSB CDR

Task: 1.3

Describes fuel distribution.

Cue:

Rehearsal events.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:** No	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No	
S2:	No	**S4:**	No	**ADCOORD:** No	**FSB CDR:**	Yes	**FSO:**	No			

FSB CDR

Task: 2

Coordinates with the S4 to make adjustments on logistics: maintenance, medical support, supplies.

Cue:

Maneuver rehearsal.

Product:

Combat service support overlay depicting the plan.

S1:	No	**S3:**	No	**BDE CDR:** No	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No	
S2:	No	**S4:**	Yes	**ADCOORD:** No	**FSB CDR:**	Yes	**FSO:**	No			

FSCOORD

Task: 1

Prepares for rehearsal by reviewing the decision support template and FA scheme of maneuver.

Cue:

Schedule for rehearsal.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:** No	**FSCOORD:**	Yes	**ENGR:**	No	**XO:**	No	
S2:	No	**S4:**	No	**ADCOORD:** No	**FSB CDR:**	No	**FSO:**	No			

FSCOORD

Task: 1.1

Coordinates with the FSO to review priority of fires and targeting.

Cue:

Rehearsal schedule.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:** No	**FSCOORD:**	Yes	**ENGR:**	No	**XO:**	No	
S2:	No	**S4:**	No	**ADCOORD:** No	**FSB CDR:**	No	**FSO:**	Yes			

FSCOORD

Task: 2

Monitors the rehearsal and records necessary adjustments to the fire support concept.

Cue:

Rehearsal events.

Product:

Record of rehearsal events, adjustments.

S1:	No	**S3:**	No	**BDE CDR:** No	**FSCOORD:**	Yes	**ENGR:**	No	**XO:**	No	
S2:	No	**S4:**	No	**ADCOORD:** No	**FSB CDR:**	No	**FSO:**	No			

Rehearsal

FSCOORD

Task: 2.1

Monitors the FA activities, as executed by the FSO, to ensure FA tasks are synchronized with the maneuver tasks.

Cue:
FSO input to rehearsal.

Product:
none

S1: No	S3: No	BDE CDR: No	FSCOORD: Yes	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

FSCOORD

Task: 2.2

Identifies fire support reaction to unplanned events.

Cue:
Rehearsal events.

Product:
Adjustments to fire support plan.

S1: No	S3: No	BDE CDR: No	FSCOORD: Yes	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

FSCOORD

Task: 3

Discusses adjustments to the fire support plan with the FSO.

Cue:
Rehearsal.

Product:
Revised fire support plan.

S1: No	S3: No	BDE CDR: No	FSCOORD: Yes	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

FSO

Task: 1

Prepares for rehearsal.

Cue:
Time schedule set by XO.

Product:
none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

FSO

Task: 1.1

Coordinates with FSCOORD to discuss fire support actions to be rehearsed.

Cue:

Product:
none

S1: No	S3: No	BDE CDR: No	FSCOORD: Yes	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

Rehearsal

FSO

Cue:

Task: 1.2

Positions fire control target markers, artillery unit markers, and fire control measures on the terrain map (or model).

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

FSO

Cue:

Task: 1.3

Sketches fire support unit maneuvers.

Product:

Fire support maneuver diagram.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

FSO

Cue:

Task: 1.4

Reviews Annex F and Appendix 1 (Fire Support Execution Matrix) of the brigade operations order.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

FSO

Cue:

Rehearsal events.

Task: 2

Describes fire support actions in response to key events.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

FSO

Cue:

Rehearsal outcome.

Task: 3

Records adjustments that need to be made to fire support plan.

Product:

List of adjustment to fire support plan.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

Rehearsal

FSO

Task: 4

Discusses adjustments to fire support plan with the FSCOORD.

Cue:

Adjustments to fire support plan.

Product:

Revised fire support plan.

S1:	No	**S3:**	No	**BDE CDR:** No		**FSCOORD:**	Yes	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** No		**FSB CDR:**	No	**FSO:**	Yes		

S1

Task: 1

Participates in rehearsal by describing locations of: ambulance exchange points (number and location), field and combat trains, remains collection points, EPW collection points, expected times for personnel replacements and implementation of mass casualty plans.

Cue:

Time schedule set by XO.

Product:

none

S1:	Yes	**S3:**	No	**BDE CDR:** No		**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** No		**FSB CDR:**	No	**FSO:**	No		

S2

Task: 1

Assembles the following for rehearsal: current known enemy dispositions and activities; situational template, situational matrix, HVT list for most probable and most dangerous enemy COAs; MCOO; Annex B, brigade OPORD (draft or final); R&S plan and taskings; NAI identifications and descriptions.

Cue:

Time schedule for the rehearsal.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:** No		**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	Yes	**S4:**	No	**ADCOORD:** No		**FSB CDR:**	No	**FSO:**	No		

S2

Task: 2

Prepares time-distance calculations for enemy movements based on events identified by the rehearsal leaders or in the rehearsal script.

Cue:

Commander's guidance on the type rehearsal and rehearsal script.

Product:

Time-distance list for enemy events.

S1:	No	**S3:**	No	**BDE CDR:** No		**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	Yes	**S4:**	No	**ADCOORD:** No		**FSB CDR:**	No	**FSO:**	No		

S2

Task: 3

Provides an overall orientation to the terrain, obstacles, key features, weather and light effects in the area of interest and the area of operations.

Cue:

Leader's event schedule for rehearsal.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:** No		**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	Yes	**S4:**	No	**ADCOORD:** No		**FSB CDR:**	No	**FSO:**	No		

Rehearsal

S2

Task: 4

Provides the initial input to the rehearsal by setting the enemy situation, forecast, and initial enemy move.

Cue:

Leader's event schedule for rehearsal.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 5

Depicts enemy actions during the rehearsal using the action/reaction/counteraction method.

Cue:

Leader's event schedule for the rehearsal.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 6

Monitors, overwatches, and inputs to the rehearsal of the reconnaissance and surveillance plan, implementation of NAIs, and incorporation of priority intelligence requirements.

Cue:

Leader's event schedule for the rehearsal.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 7

Identifies and elicits intelligence reporting requirements, format, content, originator, recipient, and nets.

Cue:

Leader's event schedule for the rehearsal.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 8

Records any changes to the support or conduct of the reconnaissance and surveillance planning and tasking.

Cue:

Leader's event schedule for the rehearsal.

Product:

Rehearsal notes.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Rehearsal

S2

Task: 9

Participates in the critique of the rehearsal, identifying any modifying or reinforcing intelligence requirements.

Cue:

Leader's schedule for critique of the rehearsal.

Product:

Update or FRAGO for any required information or modification to any disseminated communications.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Task: 1

Prepares for rehearsal.

Cue:

Rehearsal schedule.

Product:

Maps, vehicle representations (stickies), overlays.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Task: 1.1

Determines start time for preparation by conducting backward time planning.

Cue:

Product:

Rehearsal time.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Task: 1.2

Informs brigade staff of rehearsal time.

Cue:

Product:

none

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Task: 1.3

Posts map board with operational overlays.

Cue:

Product:

none

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Rehearsal

S3

Cue:

Task: 1.4

Posts synchronization matrix.

Product:

none

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Cue:

Task: 1.5

Prepares training aids for terrain model rehearsal.

Product:

Training aids.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Cue:

Rehearsal starts.

Task: 2

Orients participants to the terrain (cardinal direction, prominent areas) and control measures (distance from line of departure, relation to terrain).

Product:

none

S1: Yes	S3: Yes	BDE CDR: Yes	FSCOORD: Yes	ENGR: Yes	XO: Yes
S2: Yes	S4: Yes	ADCOORD: Yes	FSB CDR: Yes	FSO: Yes	

S3

Cue:

Rehearsal schedule.

Task: 3

Reads brigade statement aloud to focus the participants to the critical tasks.

Product:

none

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Cue:

Rehearsal events.

Task: 4

Provides input on key events of the operation during rehearsal.

Product:

none

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Rehearsal

S3

Task: 5

Maintains synchronization matrix.

Cue:

Rehearsal events.

Product:

Completed sync matrix.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Task: 6

Addresses problems that are identified during rehearsal.

Cue:

Rehearsal critique.

Product:

none

S1: Yes	S3: Yes	BDE CDR: Yes	FSCOORD: Yes	ENGR: Yes	XO: Yes
S2: Yes	S4: Yes	ADCOORD: Yes	FSB CDR: Yes	FSO: Yes	

S3

Task: 7

Writes draft of FRAGO.

Cue:

Input from the brigade staff, commander.

Product:

Draft of FRAGO.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Task: 8

Submits the fragmentary order to the XO and brigade commander for approval.

Cue:

Draft is completed.

Product:

Revised FRAGO.

S1: No	S3: Yes	BDE CDR: Yes	FSCOORD: No	ENGR: No	XO: Yes
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S4

Task: 1

Describes combat service support actions in response to key events during rehearsal.

Cue:

Rehearsal events.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: Yes	FSO: No	

Rehearsal

S4

Task: 1.1

Identifies combat service support flaws or disconnected activities.

Cue:
Rehearsal events.

Product:
none

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: Yes	FSO: No	

S4

Task: 1.2

Identifies key combat service support activities.

Cue:
Rehearsal events.

Product:
none

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: Yes	FSO: No	

S4

Task: 1.3

Identifies combat service support branches or sequels.

Cue:
Rehearsal events.

Product:
none

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: Yes	FSO: No	

S4

Task: 2

Tracks and records any combat service support discoveries during rehearsal.

Cue:
Rehearsal events.

Product:
Record of CSS events.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: No	FSO: No	

S4

Task: 3

Verifies and finalizes the combat service support synchronization matrix.

Cue:
Rehearsal events.

Product:
CSS synchronization matrix.

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: Yes	FSO: No	

Rehearsal

S4

Cue:

Task: 4

Coordinates with the S1 and FSB commander to make adjustments on logistics: maintenance, medical support, supplies.

Product:

Revised combat service support overlay

S1: Yes	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** Yes	**ADCOORD:** No	**FSB CDR:** Yes	**FSO:** No	

XO

Cue:

Task: 1

Prepares for the rehearsal by reviewing the synchronization matrix, the decision support template, the operations graphics, and the intelligence graphics.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

XO

Cue:

Task: 2

Oversees the preparation and set up of the rehearsal following the dictates of the commander.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

XO

Cue:

Time schedule.

Task: 3

Conducts roll call of staff members and task force representatives.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

XO

Cue:

Task: 4

Presents administrative information and rehearsal agenda.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

Rehearsal

XO

Task: 5

Directs the S3 to identify critical events.

Cue:

Product:

none

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

XO

Task: 6

Tracks the staff input and records any staff changes or new requirements.

Cue:

Rehearsal events.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

XO

Task: 7

Directs the staff to contribute input to each critical event.

Cue:

The critical events have been identified.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

XO

Task: 8

Leads a critique of the rehearsal, identifying any changes or new requirements discovered during the rehearsal.

Cue:

Need to know that staff understands the mission objections.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

XO

Task: 9

Issues FRAGO, or implementing instructions to the OPORD and annexes based on events in the rehearsal.

Cue:

Rehearsal critique

Product:

FRAGO

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

Execution

ADCOORD

Task: 1

Updates brigade high to medium altitude air defense coverage by coordinating with division ADCOORD.

Cue:
Time to execution.

Product:
none

S1:	No	**S3:**	No	**BDE CDR:**	No	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	Yes	**FSB CDR:**	No	**FSO:**	No		

ADCOORD

Task: 1.1

Continually compares the high to medium altitude air defense coverage area with the position of the maneuver forces.

Cue:

Product:
Updated air defense overlay.

S1:	No	**S3:**	No	**BDE CDR:**	No	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	Yes	**FSB CDR:**	No	**FSO:**	No		

ADCOORD

Task: 1.2

Informs XO and/or S3 of changes in high to medium air defense coverage.

Cue:
Change in HIMAD status.

Product:
none

S1:	No	**S3:**	No	**BDE CDR:**	No	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	Yes	**FSB CDR:**	No	**FSO:**	No		

ADCOORD

Task: 2

Plots and maintains airspace control measures and effective times within the brigade area of operation: restricted operation areas, standard-use Army aircraft flight routes, weapons-free zones, planned FA FS fires, air assault operations, major aviation operations.

Cue:
Airspace control order from division.

Product:
Updated air defense overlay.

S1:	No	**S3:**	No	**BDE CDR:**	No	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	Yes	**FSB CDR:**	No	**FSO:**	No		

ADCOORD

Task: 2.1

Disseminates airspace control order changes and effective times to air defense platoon leaders.

Cue:
Received changes to airspace control order from higher.

Product:
none

S1:	No	**S3:**	No	**BDE CDR:**	No	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:**	Yes	**FSB CDR:**	No	**FSO:**	No		

Execution

ADCOORD

Task: 3

Continually monitors the early warning net.

Cue:

Product:

none

S1:	No	**S3:**	No	**BDE CDR:** No	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No	
S2:	No	**S4:**	No	**ADCOORD:** Yes	**FSB CDR:**	No	**FSO:**	No			

ADCOORD

Task: 4

Informs the air defense units of current weapons control status.

Cue:

Change in weapons control status.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:** No	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No	
S2:	No	**S4:**	No	**ADCOORD:** Yes	**FSB CDR:**	No	**FSO:**	No			

ADCOORD

Task: 5

Continually tracks status of air defense assets.

Cue:

Product:

Updated status chart.

S1:	No	**S3:**	No	**BDE CDR:** No	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No	
S2:	No	**S4:**	No	**ADCOORD:** Yes	**FSB CDR:**	No	**FSO:**	No			

ADCOORD

Task: 6

Warns brigade staff and command of imminent enemy air attacks.

Cue:

Announcement over early warning net that threat aircraft have been detected in area of operations.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:** No	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No	
S2:	No	**S4:**	No	**ADCOORD:** Yes	**FSB CDR:**	No	**FSO:**	No			

ADCOORD

Task: 7

Reports fire unit losses to S3 and higher headquarters.

Cue:

Reports from air defense units of fire unit losses.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:** No	**FSCOORD:**	No	**ENGR:**	No	**XO:**	No	
S2:	No	**S4:**	No	**ADCOORD:** Yes	**FSB CDR:**	No	**FSO:**	No			

Execution

ADCOORD

Task: 7.1

Coordinates with the S3 to adjust air defense coverage by reallocating fire units.

Cue:

Loss of fire unit mission capability.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: Yes	FSB CDR: No	FSO: No	

ADCOORD

Task: 8

Logs engagement reports and decrement missile counts that includes: type of aircraft engaged, location, type of damage inflicted, unit engaging, type and number of weapons expended, time.

Cue:

Received engagement reports from air defense platoon leaders.

Product:

Summary engagement report and missile counts.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: Yes	FSB CDR: No	FSO: No	

ADCOORD

Task: 8.1

Updates the S2 and air defense battalion S2 (at division) on type of aircraft engaged, type of damage inflicted, and routes used by enemy air.

Cue:

Analyzed engagement reports from air defense platoons.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: Yes	FSB CDR: No	FSO: No	

BDE CDR

Task: 1

Makes maneuver decisions during key points in the battle.

Cue:

Intelligence from S2, reports from subordinate units.

Product:

Verbal guidance.

S1: No	S3: Yes	BDE CDR: Yes	FSCOORD: No	ENGR: No	XO: Yes
S2: No	S4: Yes	ADCOORD: No	FSB CDR: No	FSO: No	

BDE CDR

Task: 1.1

Decides how and when to commit the main effort task force.

Cue:

Execution events.

Product:

Verbal guidance.

S1: No	S3: No	BDE CDR: Yes	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Execution

BDE CDR

Task: 1.2

Decides the mission and orientation of the supporting effort task force to reinforce and sustain the main effort task force.

Cue:

Execution events.

Product:

Verbal guidance.

S1: No	S3: No	BDE CDR: Yes	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

BDE CDR

Task: 2

Issues orders to subordinate units to counter enemy actions.

Cue:

Intelligence information from S2, information from S3, XO.

Product:

Verbal guidance.

S1: No	S3: Yes	BDE CDR: Yes	FSCOORD: No	ENGR: No	XO: Yes
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

ENGR

Task: 1

Monitors close operations and posts key activities and locations to engineer journal and situation map.

Cue:

Spot reports.

Product:

Updated situation map.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: Yes	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

ENGR

Task: 2

Provides additional engineer support to the close fight from the engineer battalion resources, as directed by the command group.

Cue:

Engineer support requested

Product:

FRAGO to engineer battalion.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: Yes	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

ENGR

Task: 3

Monitors engineer tasks being done in support of the rear and posts the status to the engineer journal and situation map.

Cue:

Product:

Updated situation map.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: Yes	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Execution

ENGR

Task: 4

Assists the brigade staff in the main command post with the execution of countermobility support to planned brigade deep operations.

Cue:

Request for engineer sustainment.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: Yes	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

ENGR

Task: 5

Coordinates with the FSO, S3, and S2 to identify unplanned SCATMINE, Volcano, and CAS options and determine their viability.

Cue:

Product:

Revised scheme of engineer operations; obstacles execution matrix.

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: Yes	XO: Yes
S2: Yes	S4: Yes	ADCOORD: No	FSB CDR: Yes	FSO: Yes	

ENGR

Task: 6

Forwards required reports and information to DIVEN.

Cue:

Receives engineer-related reports.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: Yes	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

FSB CDR

Task: 1

Continually tracks the tactical situation.

Cue:

Reports over command net, operations & intelligence net.

Product:

Updated tactical map.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: Yes	FSO: No	

FSB CDR

Task: 2

Monitors air medical evacuation requests.

Cue:

Requests from task forces.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: Yes	FSO: No	

Execution

FSB CDR

Task: 2.1

Relays air medical evacuations requests to division.

Cue:

Task force requests.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: Yes	FSO: No	

FSB CDR

Task: 2.2

Modifies evacuation mission in response to requests.

Cue:

Task force requests.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: Yes	FSO: No	

FSB CDR

Task: 3

Executes the refuel plan.

Cue:

Refuel plans.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: Yes	FSO: No	

FSB CDR

Task: 4

Continually assesses necessary level of support for brigade.

Cue:

Product:

Identifies support level: Refuel/rearm - low level involvement, Reorganization - moderate level involvement, Reconstitution - high level involvement

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: Yes	FSO: No	

FSCOORD

Task: 1

Continually tracks maneuver and fire support assets to ensure maneuver elements can be supported by fires.

Cue:

Reports on command net; FS net; FSO updates.

Product:

Updated map overlay.

S1: No	S3: No	BDE CDR: No	FSCOORD: Yes	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Execution

FSCOORD

Task: 1.1

Updates brigade commander on artillery movements.

Cue:

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: Yes	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

FSCOORD

Task: 2

Tracks battle damage assessment.

Cue:

BDA reports, FSO updates.

Product:

none

S1: Yes	S3: Yes	BDE CDR: No	FSCOORD: Yes	ENGR: No	XO: No
S2: Yes	S4: Yes	ADCOORD: No	FSB CDR: No	FSO: Yes	

FSCOORD

Task: 3

Coordinates with the FSO to discuss fire support reaction to enemy artillery.

Cue:

Reports of enemy artillery fire.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: Yes	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

FSCOORD

Task: 4

Continually tracks fire support coordination measures during movement and contact.

Cue:

Movement to contact.

Product:

Updated map overlay.

S1: No	S3: No	BDE CDR: No	FSCOORD: Yes	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

FSO

Task: 1

Tracks the status of fire support elements.

Cue:

Reports from fire support elements.

Product:

Updated map and charts.

S1: No	S3: No	BDE CDR: No	FSCOORD: Yes	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

Execution

FSO

Task: 1.1

Tracks the location of direct and general support artillery units.

Cue:

Fire support reports.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** Yes	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSO

Task: 1.2

Tracks targets being engaged by friendly artillery.

Cue:

Fire missions.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** Yes	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSO

Task: 1.3

Tracks status and location of combat observation lasing teams, radars, and task force FSOs.

Cue:

Reports from units.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSO

Task: 2

Logs battle damage assessment.

Cue:

Reports of battle damage assessment.

Product:

Log of battle damage assessment.

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSO

Task: 2.1

Updates the S2 on battle damage assessment.

Cue:

Reports of battle damage assessment.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: Yes	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

Execution

FSO

Task: 2.2

Updates the FSCOORD on battle damage assessment.

Cue:

Reports of battle damage assessment.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** Yes	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSO

Task: 3

Updates FSCOORD on status and location of field artillery units and combat observation lasing teams.

Cue:

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** Yes	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSO

Task: 4

Requests plot locations of reported enemy artillery fires from radar unit.

Cue:

Reports of enemy artillery fire.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSO

Task: 4.1

Notifies the S2 of radar plots of enemy artillery locations.

Cue:

Reports from radar unit.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: Yes	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSO

Task: 4.2

Coordinates with the FSCOORD to discuss fire support reaction to enemy artillery.

Cue:

Enemy artillery fire.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** Yes	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

Execution

FSO

Cue:

Task: 5

Shift and track fire support coordination measures during the defense.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:** No		**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** No		**FSB CDR:**	No	**FSO:**	Yes		

FSO

Cue:

Change in fire support coordination measures.

Task: 5.1

Report changes in fire support coordination measures to division artillery.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:** No		**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** No		**FSB CDR:**	No	**FSO:**	Yes		

FSO

Cue:

Change in fire support coordination measures.

Task: 5.2

Report changes in fire support coordination measures to the division fire support element.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:** No		**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	No	**S4:**	No	**ADCOORD:** No		**FSB CDR:**	No	**FSO:**	Yes		

FSO

Cue:

CAS missions.

Task: 6

Coordinates planning and implementation of suppression of enemy air defense.

Product:

none

S1:	No	**S3:**	Yes	**BDE CDR:** No		**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	Yes	**S4:**	No	**ADCOORD:** No		**FSB CDR:**	No	**FSO:**	Yes		

FSO

Cue:

Task: 6.1

Discusses enemy air defense capabilities with the S2.

Product:

none

S1:	No	**S3:**	No	**BDE CDR:** No		**FSCOORD:**	No	**ENGR:**	No	**XO:**	No
S2:	Yes	**S4:**	No	**ADCOORD:** No		**FSB CDR:**	No	**FSO:**	Yes		

Execution

FSO

Task: 6.2

Plans timing of suppression of enemy air defense implementation with the S3.

Cue:

Product:

none

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSO

Task: 6.3

Coordinates with the task force FSO in SEAD zone to plan mortar targets.

Cue:

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSO

Task: 7

Requests slant reports from artillery units.

Cue:

Losses due to enemy or maintenance failures.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSO

Task: 8

Updates the S3 on status of artillery units.

Cue:

Status reports from artillery units.

Product:

none

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

FSO

Task: 9

Disseminates fragmentary order to artillery units.

Cue:

Fragmentary order from division.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

Execution

S1

Task: 1

Continually tracks the tactical situation to focus attention on the forces in contact.

Cue:

Reports over the command net, operations and intelligence net.

Product:

Updated tactical situation on ALOC map.

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: Yes	FSO: No	

S1

Task: 1.1

Monitors the administrative and logistics net for casualty reports from task force S1s.

Cue:

Brigade leaves assembly area.

Product:

none

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: No	FSO: No	

S1

Task: 2

Continually tracks number of killed in action, wounded in action, and missing in action.

Cue:

Personnel status reports.

Product:

none

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S1

Task: 2.1

Updates charts depicting personnel totals: killed in action, wounded in action, and missing in action.

Cue:

Reports of killed in action, wounded in action, missing in action or slant report status.

Product:

Updated personnel status chart.

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S1

Task: 3

Informs the brigade command and operations group when task force combat strength or total brigade combat power falls below benchmark.

Cue:

Personnel status below 65% or benchmark established by commander.

Product:

none

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Execution

S1

Task: 4

Updates personnel status to division G1 routinely (at 2200 hours) or when total brigade strength falls below benchmark.

Cue:

Personnel status below 65% or benchmark established by commander.

Product:

none

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S1

Task: 5

Monitors number of brigade casualties at each echelon of medical support through division.

Cue:

Updates from brigade surgeon and battalion S1's.

Product:

none

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S1

Task: 6

Continually tracks enemy prisoner of war (numbers and locations, back through the brigade support area).

Cue:

Enemy prisoner of war reports.

Product:

Updated enemy prisoner of war status chart.

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S1

Task: 7

Monitors mass casualty plans requirement.

Cue:

Mass casualties.

Product:

none

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 1

Provides a pre-battle intelligence assessment to all staff and commanders based on G2 updates and pre-LD reconnaissance activities.

Cue:

LD minus ___.

Product:

Verbal intelligence assessment.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Execution

S2

Task: 2

Monitors the reconnaissance and surveillance tasking and execution.

Cue:

R&S plan and tasking; time.

Product:

Log entries and overlay postings.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 2.1

Contacts subordinate units to determine locations, conditions, reports, and contacts with reconnaissance and surveillance assets. Assesses level of success in getting eyes-on the brigade directed named areas of interest.

Cue:

R&S plan and tasking; reporting units.

Product:

Log entries and overlay postings.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 2.2

Tracks reconnaissance and surveillance asset locations and monitors supporting fires to ensure that execution, delays, or variations in the plan do not result in fratricide.

Cue:

R&S plan; reports from units; fire support missions.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 3

Analyzes reports and plots relevant information on the map overlay.

Cue:

Reports on O&I and command net; reports from S3, Engineer, FSO, ADCOORD; reports from division; reports from Rear CP.

Product:

Updated and time-referenced map overlay.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 4

Disseminates screened, evaluated, and summarized intelligence messages to division and adjacent brigades.

Cue:

Reports from brigade assets.

Product:

Log of submitted messages.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Execution

S2

Task: 5

Adjusts situational templates based on interpretations and expectations as modified by actual events.

Cue:

Contact reports.

Product:

Updated situational templates.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 5.1

Passes targetable enemy information to the FSO and brigade operations section.

Cue:

Intelligence reports.

Product:

Message forms.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 6

Prepares intelligence summations, interpretations, conclusions, and recommendations derived from monitoring events and presents to the brigade commander, brigade staff, and subordinate unit S2s.

Cue:

Key intelligence events.

Product:

Brigade INTSUM.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S2

Task: 7

Tracks, records, and keeps a cumulative total on enemy losses by unit or sector and advises commanders and staff of updated enemy strengths.

Cue:

Contact reports.

Product:

Enemy strength and composition tallies. Adjusted Sit Temp and INTSUM.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Task: 1

Coordinates with the S2 on the implementation of the R&S plan and the confirmation of the NAIs.

Cue:

Product:

none

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: Yes	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Execution

S3

Task: 2

Monitors and evaluates status of subordinate units.

Cue:

Movement to contact.

Product:

none

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Task: 2.1

Confirms activities and locations of maneuver elements based on missions and projections.

Cue:

Product:

none

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Task: 2.2

Controls speed of movement, direction of movement, positioning and synchronization of movement of maneuver forces based on reports, movement rates, and through use of phase lines and other control measures.

Cue:

Product:

none

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Task: 2.3

Monitors and posts friendly losses and assesses combat effectiveness.

Cue:

Product:

none

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Task: 2.4

Tracks, evaluates, and confirms events and reports in support of the synchronization matrix and decision support templates.

Cue:

Product:

none

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Execution

S3 **Cue:**

Task: 2.5

Requests information updates and estimates of situation from subordinate units.

Product:

none

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S3 **Cue:**

Task: 3

Coordinates with the FSO/FSCOORD for targeting fire parameters and for the movement of artillery assets.

Product:

none

S1: No	**S3:** Yes	**BDE CDR:** Yes	**FSCOORD:** Yes	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** Yes	

S3 **Cue:**

Task: 4

Requests periodic updates, based on time or events, from the staff in assessing the situation within their BOS.

Product:

none

S1: Yes	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** Yes	**ENGR:** Yes	**XO:** No
S2: Yes	**S4:** Yes	**ADCOORD:** Yes	**FSB CDR:** Yes	**FSO:** Yes	

S3 **Cue:**

Task: 5

Tracks and interprets the events in adjacent (flank) units.

Product:

none

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

S3 **Cue:**

Task: 6

Anticipates and initiates the employment of CAS, indirect fires, and scatterable mines.

Product:

none

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** No
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

Execution

S3

Cue:

Task: 6.1

Anticipates events that enable brigade to employ combat support assets (immediate CAS, indirect fires, scatterable mines).

Product:

none

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Cue:

Task: 6.2

Requests assets external to brigade.

Product:

none

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Cue:

Task: 6.3

Coordinates execution of events.

Product:

none

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Cue:

Task: 7

Coordinates and controls the timing and execution of the brigade's deep battle.

Product:

none

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Cue:

Task: 8

Provides periodic reports, based on time or events, to division operations (G3).

Product:

none

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Execution

S3

Task: 9

Assesses and interprets the tactical situation and provides periodic synopsis to the commander, staff, lower, and higher units.

Cue:

Product:

none

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: Yes	

S3

Task: 10

Issues FRAGOs based on instructions from the brigade commander.

Cue:

Brigade commander's instructions.

Product:

FRAGOs

S1: No	S3: Yes	BDE CDR: Yes	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S3

Task: 11

Makes recommendation on employment and commitment of the brigade reserve.

Cue:

Product:

none

S1: No	S3: Yes	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

S4

Task: 1

Continually monitors the tactical battle.

Cue:

Movement to contact.

Product:

Updated tactical map.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: No	FSO: No	

S4

Task: 1.1

Maintains casualty and vehicle loss status reports.

Cue:

Received information from subordinate units.

Product:

Updated casualty and vehicle status charts.

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: No	FSO: No	

Execution

S4

Task: 1.2

Obtains and verifies loss reports.

Cue:

Movement to contact.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: No	FSO: No	

S4

Task: 2

Coordinates the execution refuel requirements by exchanging information regarding who, what, where, and when with the FSB commander and task forces.

Cue:

Line of departure time in movement order.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: Yes	FSO: No	

S4

Task: 3

Reacts to problem losses by implementing the following activities: mass casualty evacuation, weapon system replacement, critical supply replenishment, critical personnel replacement actions.

Cue:

Reports over command net, O&I net.

Product:

none

S1: Yes	S3: No	BDE CDR: No	FSCOORD: No	ENGR: Yes	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: Yes	FSO: No	

S4

Task: 4

Performs a situational combat service support estimate and presents an information summary when friendly losses start to impact on combat effectiveness.

Cue:

Friendly losses.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: No	FSO: No	

S4

Task: 4.1

Coordinates with S1 and FSB commander to determine brigade's combat strength.

Cue:

When readiness technique indicates severe friendly losses.

Product:

none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: Yes	XO: Yes
S2: No	S4: Yes	ADCOORD: No	FSB CDR: Yes	FSO: No	

Execution

S4

Task: 4.2

Informs the brigade commander of serious capability losses and asks for guidance.

Cue:
Serious capability losses.

Product:
none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: No	FSO: No	

S4

Task: 5

Informs higher headquarters (G4, WSRO officer) when combat personnel or equipment losses reach a point where assistance is needed.

Cue:
Serious capability losses.

Product:
none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: No
S2: No	S4: Yes	ADCOORD: No	FSB CDR: No	FSO: No	

XO

Task: 1

Confirms that all units are on proper radio nets.

Cue:
Time to execution.

Product:
none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: Yes
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

XO

Task: 2

Checks readiness of units for movement of contact.

Cue:
Time to execution.

Product:
none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: Yes
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

XO

Task: 3

Identifies any problems needing brigade commander's attention.

Cue:
Problems that brigade commander needs to address.

Product:
none

S1: No	S3: No	BDE CDR: No	FSCOORD: No	ENGR: No	XO: Yes
S2: No	S4: No	ADCOORD: No	FSB CDR: No	FSO: No	

Execution

XO

Task: 4

Directs the S3 to report the following events: main body line of departure, initial enemy contact, enemy main effort, need to commit reserve.

Cue:

When events occur.

Product:

none

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

XO

Task: 5

Directs the S2 to report all new enemy information.

Cue:

New enemy information becomes available.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: Yes	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

XO

Task: 6

Monitors the reconnaissance and surveillance operation.

Cue:

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

XO

Task: 7

Disseminates intelligence updates to division, brigade commander, and subordinate units.

Cue:

Received intelligence reports.

Product:

none

S1: No	**S3:** No	**BDE CDR:** Yes	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

XO

Task: 8

Notifies the units to cross the line of departure.

Cue:

Received permission from division.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

Execution

XO

Task: 9

Coordinates with the S3 to make initial plans for hasty defense.

Cue:

Evaluated the status of combat units.

Product:

none

S1: No	**S3:** Yes	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

XO

Task: 10

Directs combat service support assets to move forward to assist units with resupply and maintenance.

Cue:

Status report form units.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

XO

Task: 11

Makes recommendations for the evacuation of casualties.

Cue:

Reports of mass casualties.

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

XO

Task: 12

Queries the brigade staff on the capabilities of the brigade.

Cue:

Product:

none

S1: No	**S3:** No	**BDE CDR:** No	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	

XO

Task: 13

Informs the brigade commander of unit capabilities.

Cue:

Staff assessment of unit capabilities.

Product:

none

S1: No	**S3:** No	**BDE CDR:** Yes	**FSCOORD:** No	**ENGR:** No	**XO:** Yes
S2: No	**S4:** No	**ADCOORD:** No	**FSB CDR:** No	**FSO:** No	